



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 14 November 2022

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance, Monitoring Officer

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting

AGENDA

PUBLIC MEETING

Part 1 - Governance

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes - 12th September 2022

5 - 18

Part 2 - Funding and Growth Fund

2.1	Budget and Performance Report	19 - 34
2.2	Strategic Funds Management Review – November 2022	35 - 46
Part 3 - Strategy and Policy		
3.1	Growth Works Programme - Management Update for Quarter 7 (July to September 2022)	47 - 126
3.2	Employment and Skills Strategy Implementation Plan	127 - 170
3.3	Local Skills Improvement Plan	171 - 174
3.4	University of Peterborough – Delivery Update and Future Combined Authority Role	175 - 182
Part 4 - Future Meetings		
4.1	Business Board Headlines for the Combined Authority Board	
4.2	Business Board Forward Plan	183 - 192

Membership

The Business Board comprises

Private Sector Members

Member	Sector
Vic Annells	Business Support Services
Tina Barsby	Agri-Tech

Belinda Clarke	Agri-Tech
Faye Holland	Communications
Aamir Khalid	Advanced Manufacturing, Research & Development, and Small & Medium-sized Enterprises
Al Kingsley	Digital & Education
Jason Mellad	Life Science
Andy Neely (Vice-Chair)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Alex Plant (Chair)	Strategy & Infrastructure
Rebecca Stephens	Digital & Communications

Co-opted Members

Member	Sector
Mike Herd	Business & Professional Services
Dr Andy Williams	Life Sciences

Public Sector Members

Member	Position	Body
Mayor Dr Nik Johnson	Mayor of Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
Councillor Lewis Herbert	Lead Member for Economic Growth	Cambridgeshire and Peterborough Combined Authority
Councillor Bridget Smith	Substitute Member	Cambridgeshire and Peterborough Combined Authority

The Business Board is committed to open government and supports the principle of transparency. With the exception of confidential information, agendas and reports will be published 5 clear working days before the meeting. Unless where indicated, meetings are not open to the public.

For more information about this meeting, please contact Nick Mills at the Cambridgeshire County Council on 01223 699763 or email nicholas.mills@cambridgeshire.gov.uk.

Business Board: Minutes

(Draft minutes published on 26th September 2022)

Date: 12th September 2022

Time: 2:30pm – 4:25pm

Present: Alex Plant (Chair), Andy Neely (Vice-Chair), Vic Annells, Tina Barsby, Belinda Clarke, Mike Herd, Faye Holland, Mayor Dr Nik Johnson, Aamir Khalid, Al Kingsley, Jason Mellad, Nitin Patel, Rebecca Stephens and Andy Williams

A minute's silence was observed in memory of Queen Elizabeth II.

100. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor Lewis Herbert.

Alex Plant declared a general non-statutory disclosable interest, as an employee of Anglian Water.

101. Minutes – 11th July 2022

While discussing the minutes of the meeting held on 11th July 2022, it was clarified that the second bullet point of Minute 89 (Budget and Performance Report) referred to the Chief Executive of the Combined Authority being invited to future Business Board meetings in an officer capacity, rather than as a member of the Business Board.

The minutes of the meeting held on 11th July 2022 were approved as a correct record.

The Business Board noted the Minutes Action Log.

102. Budget and Performance Report

The Business Board received the latest budget and performance report, which provided an update and overview of the revenue and capital funding lines within the Business and Skills directorate to 31st July 2022. Attention was drawn to the 2021-22 Growth Co underspend, which reflected slower than expected claims for grant payments managed by the GEG consortia through Growth Co, and the Section 73 Officer highlighted that the issues were being addressed as part of a detailed recovery plan.

While discussing the report, the Business Board:

- Sought assurances on whether the recovery plan for the Growth Co underspend was likely to succeed. Informing members that meetings were being held with the prime contractor, GEG, and its consortia around developing improvement plans and putting them into action, the Interim Associate Director for Business emphasised that the underspend was predominantly due to the slow defrayal of European Regional Development Fund (ERDF) grants despite a large pipeline of projects awaiting funding. A revised claim was being prepared for submission to the Department for Levelling Up, Housing and Communities (DLUHC) to demonstrate an increase on spend, while a more detailed report on Growth Works would be presented to the Business Board at its meeting in November 2022. Establishing that grants needed to be spent and recorded by the end of December 2023, members highlighted the importance of monitoring the recovery plan's progress.
- Expressed concern that expenditure and delivery may not match previously approved capital budgets, leading to targets or outcomes potentially not being achieved, and sought clarification on whether funds could rollover to subsequent years. Acknowledging there had been significant slippage in the capital programme over the previous year, the Section 73 Officer informed members that the Combined Authority had recently set up a Performance and Risk Committee (PARC) to investigate and address such issues, which would provide feedback to the Business Board, where relevant. Noting that there was a close parallel between current delivery performance reporting and financial performance reporting, he emphasised that objectives were being achieved, despite a lag in spending, and the forthcoming budget setting process and development of the Medium Term Financial Plan (MTFP) would include profiling of budgets and expenditure to address such issues.
- Queried whether capital underspend was a widespread problem or whether it was unique to the funds overseen by the Business Board, and the Section 73 Officer confirmed that similar issues had been experienced by constituent councils and other comparable local authorities.
- Sought clarification on whether there was evidence of the ongoing changes to the wider economic circumstances, including reduced levels of cashflow, affecting the ability of companies to make expenditure that they would then be able to reclaim. The Section 73 Officer informed members that such an issue had not been identified, noting that problems related to cashflow were usually evidenced by a timelier submission of invoices.

It was resolved unanimously to:

Note the financial position as of 31st July 2022 relating to the revenue and capital funding lines within the Business & Skills Directorate.

103. Strategic Funds Management Review – September 2022

The Business Board received an update on strategic funding programmes and their progress to 31st July 2022, including the Local Growth Fund (LGF), Recycled LGF, the Community Renewal Fund (CRF), the Levelling Up Fund (LUF) and the UK Shared

Prosperity Fund (UKSPF). Attention was drawn to funding issues that had been identified on two projects that had received funding from the LGF or recycled LGF, including the South Fenland Enterprise Park project, as set out in paragraphs 4.1 to 4.6 of the report, and the MedTech Mega Factory project, as set out in paragraph 5.5 of the report.

The Interim Associate Director for Business informed members that since the report's publication, DLUHC had notified the Combined Authority of a new rural prosperity fund that would serve as an addendum of the UKSPF, and which would provide an additional £3.2m for East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire.

While discussing the report, the Business Board:

- Confirmed that although recycled LGF was required to be reallocated in line with the original criteria for LGF funding, there were no timeframes for such reallocation, and it was suggested that decisions on any reallocation could consider and promote the objectives of the Economic Growth Strategy.
- Observed a significant spike in actual job creation during June 2022 in the LGF Jobs Creation 2022 Monthly Performance table in Appendix 1 of the report, and the Interim Associate Director clarified that it mistakenly represented a quarterly figure that included April, May and June. Members subsequently expressed concern that the significant decrease in job creation compared to the first quarter had not been specifically reported, and emphasised that such fluctuations needed to be tracked and reported. Noting the variability in project reporting, the Interim Associate Director emphasised that cumulative job creation was the most important data to track in the long-term, and he confirmed that it continued to indicate progress in the right direction, although he acknowledged that a reduction in cumulative growth would need to be investigated.
- Clarified that the additional £3.2m announced for the rural districts was a total figure to be spent over the next two years, rather than a separate figure for each district. Noting that the additional funding had been unexpected, the Interim Associate Director informed members that it represented funding that the Department for Environment, Food and Rural Affairs (Defra) had previously managed for a European funding programme, and which the Government had committed to replacing or backfilling, along with all European funding that had been lost following the UK's withdrawal from the European Union.

It was resolved unanimously to:

Note all programme updates outlined in this paper.

104. Recycled Local Growth Fund Project Funding Awards

The Business Board received a report containing a grant request and project change request for two recycled LGF projects. Following a decision by the Business Board at its meeting in June 2022 to defer consideration of whether to grant funding to the Ramsey Food Hub project, subsequent investigations established that incorrect assumptions had been made by the external due diligence team, and therefore the proposed

allocation of funding had been revised to £1,158,525, as set out in paragraphs 2.6 to 2.9 of the report.

Following the MedTech Mega Factory project's failure to obtain the majority of its other funding, a project change request had been submitted for a reduction in recycled LGF from £2m to £1,321,100, in reflection of a reduction in the project's scope and change in its objectives. Combined Authority officers and the external due diligence team had both concluded that the change request should not be granted, as set out in paragraphs 2.12 and 2.13 of the report.

While discussing the grant request for the Ramsey Food Hub project, the Business Board:

- Queried why the external appraisers had made different assumptions and reached different conclusions with their original and subsequent scrutiny of the project. Noting that the initial consideration of applications had been carried out under tighter time constraints, the Interim Associate Director for Business acknowledged the importance of a robust appraisal process and informed members that the issue had been discussed with the external appraisers.
- Requested further details on the benefits that the project would provide to the local community. Emphasising that the project's high ranking was based on such strategic local benefits, the Interim Associate Director informed members that the produce feeding into the hub would be from local companies and farmers, while the employer was a local business, and he highlighted that the project formed part of a wider regeneration of the local community.
- Emphasised that in order to reduce inequality and promote sustainable growth, a wide variety of factors needed to be considered when making decisions, including economic, social, environmental and health impacts.

While discussing the project change request for the MedTech Mega Factory project, the Business Board:

- Observed that recommendation b) referred to a revised grant award of £1,321,100 for the project, whereas paragraph 2.12 of the report referred to an award of £1.2m. It was confirmed by the Interim Associate Director that the full grant request was for £1,321,100.
- Clarified that the project was considered to be a higher risk than when first considered by the Business Board, as its subsequent failure to obtain £10m funding from the Department for Business, Energy and Industrial Strategy (BEIS) was likely to make it more difficult to obtain an additional £3m of private sector investment. The Interim Associate Director also drew attention to the change in the project's scope and the challenges in achieving its outcomes.
- Suggested that the revised application could have scored differently in the initial consideration of applications, leading it to rank lower and not be allocated funding.
- Argued that failure to obtain funding from BEIS had removed the project's ability to leverage a significant amount of funding, and suggested that it would be preferable

to encourage a new application based on the scope and outcomes of the original project, rather than limit its impact through the proposed reductions. In noting the importance of promoting MedTech manufacturing in the UK, it was further argued that such a proposal should be based on an open invitation, rather than a specific offer to the original applicant.

It was resolved unanimously to:

- a) Recommend the Combined Authority Board approves the full grant request of £1,158,525 from the Recycled Local Growth Fund for the Ramsey Food Hub Project; and
- b) Recommend the Combined Authority Board rejects the change request submitted for a revised grant award of £1,321,100 for the MedTech Mega Factory project.

105. Sector Strategies Review

The Business Board received a report on the findings of a review of the four sector strategies for Cambridgeshire and Peterborough, which had been carried out by Metro Dynamics to identify key enablers and barriers to the strategies' implementation and delivery. The review had concluded that while most of the strategies' recommendations remained relevant and valid, their implementation had been challenging, with the barriers summarised in section 2.6 of the report, as well as Appendix 2. Three recommendations emerged from the review, including the appointment of Combined Authority Sector Champions, the creation of a Sector Reference Group, and the continued development of an integration plan that aligned with the Employment and Skills Strategy.

While discussing the report, the Business Board:

- Expressed concern over the lack of progress in the delivery and implementation of the strategies' recommendations, and suggested that greater resources and ownership of the strategies were required, alongside a review process. It was argued that it was not necessary for the Combined Authority to have ownership of the strategies' implementations, and members suggested that the Combined Authority therefore should not appoint individual Sector Champions, and that partners would perhaps be more effective and committed in ownership of the implementation. Greater involvement of stakeholders with the strategies would also increase their connectivity and likelihood of alignment.
- Suggested that it would be appropriate to refresh the sector strategies, despite the original recommendations still being considered as relevant.
- Drew attention to the high number of recommendations across the sector strategies. It was observed that some of them were cross-cutting and duplicated in the various strategies, and suggested that it would be therefore more productive and efficient to consolidate them. Noting that other strategies, such as the Employment and Skills Strategy, had considered the sector strategies' recommendations in order to include them in their own implementation plans, the Interim Associate Director

acknowledged that consolidating some of the cross-cutting recommendations would allow the overall number to be reduced.

- Emphasised that the determination of priorities for the next phase of delivery should be considered within the context of the wider Economic Growth Strategy implementation plan. It was suggested that the wider Economic Growth Strategy provided a unifying focus that was lost in the various individual strategies, which were proving challenging to progress on their own, and emphasised the importance of tracking their delivery to ensure that progress was achieved. Members also argued that a Sector Champion that promoted all the sectors would assist in the development of multi-disciplinarity.
- Acknowledged the importance of establishing how the Mayor and other Combined Authority Board members, as well as the wider political community, could support the implementation and delivery of the sector strategies. It was suggested that similar strategic success had particularly been achieved in other regions of the country where a unified voice and direction had been established between the political and business communities.
- Observed that there was little awareness of the sector strategies among the relevant sectors, let alone the wider public, and it was suggested that this served to limit their impact and restrict the opportunity for stakeholders to participate and benefit. The Interim Associate Director informed members that the strategies were published on the Combined Authority's website and had been publicised in their early stages of development, although he acknowledged that more work could be on this.
- Expressed concern that the limited scope of stakeholder involvement review meant that the conclusions were potentially not reflective of the wider perspective, and cautioned against making sweeping judgements on this basis. Highlighting that the review had deliberately been carried out as a small, quick exercise designed to instigate wider considerations, rather than as an extensive and exhaustive investigation leading to in-depth analysis, the Interim Associate Director undertook to provide members with details of the stakeholders that had been involved in the review by Metro Dynamics. **Action required**
- Highlighted the knowledge and experience of individual Business Board members and suggested that they should have more involvement on a regular basis with the sector strategies, rather than only considering them when they were presented at formal meetings.
- Considered whether the sector strategies provided a suitable opportunity, alongside the development of the Combined Authority's broader strategy and policy position, to identify and express the region's priorities and opportunities to the new Government. Members suggested that the multi-disciplinarity and convergence of technologies was a unique selling proposition for the region, as was the ambition to become a global scientific super power and consolidate the position as a key contributor to growth of the national economy. Notwithstanding, it was suggested that attention should not only be placed on the cross-cutting potential of the region, and that it was arguably more important to emphasise the individual success of specialist industries that were specific to the region, such as artificial intelligence

and life sciences. The Interim Associate Director undertook to develop a communication to the new Government. **Action required**

It was resolved unanimously to:

- a) Consider the findings from the review of the Sector Strategies and Action Plans; and
- b) Determine the priorities for the next phase of delivery of the wider strategy development and agree the next steps.

106. Enterprise Zones – Proposed Cambourne Business Park Boundary Change

The Business Board received a report which presented a request from South Cambridgeshire District Council (SCDC) for a boundary change and the redesignation of Enterprise Zone status for Parcel A at Cambourne Business Park, as set out in section 3 of the report. Following the Business Board's deferral of making a decision on the matter at its previous meeting in July 2022, additional information had been included in the report to demonstrate how the changes would be of benefit to the business community. Although they would lead to the loss of three acres of Enterprise Zone land to affordable housing, that would be compensated by the increase in retained business rates, gross value added (GVA), and job creation over the next five years through the ongoing work by Life Science REIT to position Cambourne Business Park as the premier science park to the West of Cambridge.

While discussing the report, the Business Board welcomed the additional information and assurances that had been provided, and paid tribute to the work carried out by South Cambridgeshire District Council.

It was resolved unanimously to:

- a) Agree to the boundary change and redesignation of Enterprise Zone status for Parcel A at Cambourne Business Park; and
- b) Subject to recommendation (a), recommend approval to the Combined Authority Board.

107. Business Board Headlines for Combined Authority Board

The Business Board noted the headlines that the Chair would convey at the next Combined Authority Board meeting, which would include the recommendations agreed by the Business Board alongside a summary of the in-depth discussion on progressing the delivery of the sector strategies and linking them to the Economic Growth Strategy's implementation plan, and the agreement to communicate the region's priorities and opportunities to the new Government.

108. Business Board Forward Plan

Members expressed concern about the large number of agenda items scheduled for future meetings on the Forward Plan, and requested that consideration be given to reducing the number of agenda items in order to allow the Business Board to discuss matters in greater depth. Confirming that the next meeting was scheduled to be held on 14th November 2022, the Business Board noted the Forward Plan.

Chair
14th November 2022



THE BUSINESS BOARD

Business Board Minutes Action Log

This Action Log captures the actions arising from the recent Business Board meetings and updates members of the Board on compliance in delivering the agreed actions. It does not include approved recommendations requiring immediate action (which are recorded on the Decision Log) or delegated decisions (which are recorded separately and held by the Monitoring Officer).

Business Board Meeting Held on 19th July 2021

Business Board Meeting Held on 19 th July 2021					
21.	Budget and Performance Report	Robert Emery	Identify a timeline for the potential exit plans of each equity investment project and present the findings to the Business Board for discussion.	The SRO for LGF and Market Insight & Evaluation, along with the Business Board's Section 73 Officer, has commenced work, but information is required from individual projects on the timelines for exit. This is a significant piece of work that will require input from across the directorate and was not completed in last financial year but is anticipated during the 2022/23 financial year. It will also need to consider those investments as part of the Growth Works contract. A change to the Business and Skills Finance Manager has created a delay to January 2023.	Action Ongoing Target: January 2023

Business Board Meeting Held on 14th September 2021

36.	Strategic Funding Management Review – September 2021	Steve Clarke	Provide the Business Board with a summary of the lessons learned from failed and aborted projects.	Lessons learned from the Wisbech Access project were reported to the Business Board at its meeting on 8 th November 2021 (Item 2.2, Appendix 2). A further project lessons learned report across all the funding portfolios will be presented to the Business Board during this financial year, as part of the next tranche of project evaluation work to be undertaken in the second half of the year. Evaluation work has been started on another tranche of projects, and a broader lessons learned will form part of the report.	Action Ongoing Target: January 2023
-----	--	--------------	--	---	-------------------------------------

Business Board Meeting Held on 10th January 2022

60.	Covid-19 Economic and Skills Insight Report	Emily Butler	Disseminate the data on Covid-19 provided by Metro Dynamics to the wider community in the Cambridgeshire and Peterborough region.	With the appointment of a new Chair and the end of the updates being delivered by Metro Dynamics, the subject of producing and disseminating economic data from the region will be part of the agenda for next Business Board activity update meeting to establish the next steps. A draft plan will be shared with Business Board members for review and comment.	Action Ongoing Target: November 2022
-----	---	--------------	---	--	--------------------------------------

62.	Business Board Appointments	Domenico Cirillo	Arrange an informal meeting to discuss the pending appointment of a new Director of Business and Skills.	A meeting will be scheduled with Business Board members at the earliest opportunity once formal arrangements are confirmed by the Combined Authority. This is not expected until late December 2022, following the organisational transformation review.	Action Ongoing Target: December 2022
Business Board Meeting Held on 11 th July 2022					
89.	Budget and Performance Report	Domenico Cirillo	Invite the Chief Executive to future Business Board meetings.	Arrangements are being explored to extend an invite to the Chief Executive from November onwards.	Action Ongoing Target: November 2022
		Steve Clarke / Domenico Cirillo	Provide members with a briefing update on how problems with Growth Works' coaching service line are being addressed, prior to the next report that is scheduled to be presented to the Business Board in November 2022.	A briefing update session at the activity update meeting on 24 October is scheduled with all members ahead of the planned Business Board meeting in November.	Action Ongoing Target: November 2022

93.	Economic and Skills Insight Report - June 2022	Domenico Cirillo	Provide members with an update on how the Metro Dynamics reports will be made accessible to a wider public.	With the appointment of a new Chair and the end of the updates being delivered by Metro Dynamics, the subject of producing and disseminating economic data from the region will be part of the agenda for next Business Board activity update meeting to establish the next steps. A draft plan will be shared with Business Board members for review and comment.	Action Ongoing Target: November 2022
98.	Business Board Headlines for Combined Authority Board	Gordon Mitchell	Provide members with a briefing on the Combined Authority's Improvement Plan.	Members will be briefed accordingly with regular updates as available. The Chief Executive will be invited to the Business Board meeting in November 2022. Future engagement protocol will be further discussed between members at the planned Business Board / CA Board workshop scheduled for December 2022.	Action Ongoing Target: November 2022
Business Board Meeting Held on 12 th September 2022					
105.	Sector Strategies Review	Steve Clarke	Provide members with details of the stakeholders that were involved in the Sector Strategies Review by Metro Dynamics.	Details of the stakeholders involved in the Sector Strategies review have been circulated to members in November 2022.	Action Complete
			Develop a communication to the new Government to identify and	Joint letters from the Mayor and Chair of the Business Board were sent in September 2022. Following the	Action Complete

			express the region's priorities and opportunities.	Government reshuffle of ministerial posts, the Communications team is in the process of refreshing the letters and readdressing them to new ministers.	
--	--	--	--	--	--



Agenda Item No: 2.1

Budget and Performance Report

To: Business Board

Meeting Date: 14 November 2022

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Finance Manager, Read Bourtally

Key decision: No

Recommendations: The Business Board is recommended to:

Note the year to date financial position relating to the revenue and capital funding lines within the Business and Skills directorate for the 2022/23 financial year.

1. Purpose

- 1.1 To provide an overview of the revenue and capital funding lines that are within the Business and Skills directorate to assist the Business Board to enable informed decision making regarding the expenditure of these funds.

2. Background

- 2.1 The Business Board has requested a summary of the revenue and capital funding lines available within the Business and Skills directorate, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 2.2 The actual spend reflects costs incurred to the end of August 2022, accrued expenditure and the impact on the current year assumptions made on staffing, overheads, and workstream programme delivery costs, as set out in the Medium-Term Financial Plan (MTFP).

3. 2022/23 Revenue Budget

- 3.1 A breakdown of the Business and Skills directorate 'Business Revenue' income for the period to 31st August 2022, is set out in Table 1 below.

	Revised budget (£'000)	Actual income (£'000)	Forecast Outturn (£'000)	Forecast Variance (£'000)	Change in Forecast Outturn (£'000)
Enterprise Zone receipts	-972	-	-972	-	-
ERDF - Growth Service Grant	-2,918	-	-2,918	-	-
ESF Growth Service Grant	-920	-	-920	-	-
Growth Hub Grants	-246	-	-246	-	-
LEP Core Funding	-375	-	-375	-	-
Total Grant Income	-5,431	-	-5,431	-	-

Table 1 - Grant income

- 3.2 The European Regional Development Fund (ERDF) programme was slower to start than was anticipated, as to a lesser extent was the European Social Fund (ESF). This is reflected in both delayed grant claims (seen here) and expenditure, as seen in the 'Growth Co Services' line in Table 2. Grant claims are now being submitted, as the ERDF project staffing void has recently been filled. Quarter 4 2021 was agreed with the Department for Levelling Up, Housing and Communities (DLUHC), and submitted in the week commencing 17 October 2022, and work is underway with DLUHC to ensure claims for Quarter 1 to Quarter 3 (January 2022 – Sept 2022) are submitted. The new ERDF project coordinator started in early November 2022.
- 3.3 Although not reflected in Table 1, more recently the ESF programme has had Quarter 1 2022/23 claim submitted. If the ESF approves, the value is £211k. The supplier GEG Services' new invoicing system previously had issues, rendering it impossible to produce

invoices. The resolution in place will ensure that future claims will be on time.

- 3.4 The reduction in the LEP core funding grant reflects the actual LEP funding provided by the Department for Business, Energy, and Industrial Strategy (BEIS) for 2022-23. This reduction from £500k to £325k was applied to all LEPs nationally as previously reported to the Business Board. The current year's allocation is still paused by DLUHC, but the improvement plan has been agreed by the CA Board and actions are underway to provide DLUHC with the reassurance required to release these funds.
- 3.5 Enterprise Zone NNDR receipts – Enterprise Zones, first introduced in the 1980s, were revived as a government intervention policy by the Coalition Government in 2011. Enterprise Zone policy states the Local Enterprise Partnership sponsoring retains a share of all business rates generated from occupying businesses within each Zone. The collecting authorities are required to submit NNDR returns to government to confirm business rates received. Cleared funds are confirmed a year in arrears and payment of NNDR income shares are made in the year following the actual collection period.
- 3.6 Growth hub grants (BEIS) - as there was an error in the claim form relating to Q1. This looks to have been resolved and is under review in conjunction with the Q2 claim. A further stipulation from BEIS concerns an outstanding audit query from the previous fiscal year. BEIS have indicated that they will not release funding this year - concerning defrayal evidence for FY 21-22 - until the query is returned via the internal auditor, RSM. There is high confidence that both the claim error and outstanding audit query ought to be resolved in the coming weeks, resulting in the release of the funding.
- 3.7 A breakdown of the Business & Skills Directorate 'Business Revenue' expenditure for the year to 31st August 2022 is show below (the adjustment column has been omitted as no changes to budget since last paper):

	Revised budget (£'000)	Actual spend (£'000)	Forecast Outturn (£'000)	Forecast Variance (£'000)	Change in Forecast Outturn (£'000)
Economic Rapid Response Fund	41	12	41	-	-
Growth Co Services	5,073	453	5,073	-	-
Insight and Evaluation Programme	75	12	75	-	-
Local Growth Fund Costs	426	109	426	-	-
Marketing and Promotion of Services	90	5	90	-	-
P'boro Uni Quarter Masterplan	100	100	100	-	-
SPF Evidence Base and Pilot Fund	77	-	77	-	-
Total BB revenue expenditure	5,881	676	5,881	-	-

Table 2 - Business Revenue Expenditure

- 3.8 The year to date Growth Co underspend is due to the slow initiation of the ERDF-funded workstream within the Growth Co, which has delayed expenditure due to some issues obtaining the needed quality of documentation from supported companies. However, it is now possible to work with DLUHC to complete the claims up to September 2022. A procurement exercise for evaluation of the LGF (Local Growth Fund) has recently been

completed, which resulted in a delay in spend against LGF costs. There have also been staff vacancies for the first two quarters, which would have been charged to LGF costs. The delivery partners are being chased for an update regarding specifically their service and administration costs.

3.9 The Economic Rapid Response Fund, Insight and Evaluation Programme, LGF and Shared Prosperity Fund (SPF) budgets have been committed as part of a completed combined procurement for evaluation and due diligence services across multiple grant streams. The contract was awarded to Metro Dynamics in October 2022, and the Combined Authority will be billed for work completed to date, as well as going forward. Accordingly, spend on these budgets will accelerate. However, there is the assumption that the underspend will be carried forward, subject to approval of next year's budget.

3.10 The lack of Marketing and Promotion outturn to date is currently being investigated. There does not appear to be a consistent charge for marketing consultancy services, nor any charges relating to other marketing or promotional activities.

3.11 Table 3 below gives an overview of the Energy and Market Towns revenue budget lines, which are currently outside the Business Board's control and are provided for information purposes. The budget adjustment line has been omitted due to no adjustments since the last update.

	Revised budget (£'000)	Actual spend (£'000)	Forecast Outturn (£'000)	Forecast Variance (£'000)	Change in Forecast Outturn (£'000)
Net Zero Hub core	2,186	317	2,186	-	-
COP 26	23	2	23	-	-
Retrofit - LAD Phase 2	699	223	699	-	-
Retrofit - LAD Phase 3	10,601	183	6,094	-4,508	-
Retrofit - Sourcing Activity	699	223	699	-	-
Retrofit - Home Upgrade Grant	4,443	28	2,493	-1,950	-
Net Zero Investment Design	1,500	600	1,500	-	-
Public Sector Decarbonisation	1,150	6	1,150	-	-
Rural Community Energy Fund	1,974	1,035	1,974	-	-
Total Energy revenue expenditure	23,277	2,617	16,819	-6,458	-

Table 3 - Energy revenue expenditure

3.12 Variances between the revenue outturn position and the annual budget are set out below:

- (i) The Net Zero Hub programme is currently forecasting an underspend as the activities for the new Memorandum of Understanding are planned. The underspend will be transferred to the new fiscal year and a full reprofile will be undertaken.
- (ii) The COP 26 budget has been fully allocated. However, several claims have yet to arrive, and this budget will be closed off early in the new fiscal year.

- (iii) The Lad 2 Sourcing Activity underspend reflects the reduced activity due to the difficulties faced with delivering the programme. The spend has also been reduced in line with the reduced project outturn.
- (iv) Public Sector Decarbonisation programme was reprofiled with the majority of the spend taking place in 2022/23. However, delays in procuring the recruitment consultant have meant that no spend has taken place, with all spend being carried into the new fiscal year.
- (v) The Rural Community Energy Fund (RCEF) programme is currently forecasting an underspend, but the grants have now all been awarded, and it is a case of waiting for claims from the projects. This is a ring-fenced budget, and the underspend will be transferred to the new fiscal year.
- (vi) Three projects were only added at the end of January 2022 relating to the new grant awards from BEIS, and spend has begun on these activities towards the back end of February 2022.

3.13 An update report, attached at Appendix 1, including revised delivery profiles, was presented to the Greater Southeast Net Zero Hub Board on 18 October 2022.

4. 2022/23 Capital Budget

4.1 A breakdown of the Business and Skills directorate Business Capital expenditure for the year to 31 August 2022 is shown in Table 4 below. As there have been no changes to the budget since the September report to the Business Board, the budget adjustment columns have been omitted.

	Funding Source	2022/23 Budget (£'000)	Actual (£'000)	Forecast Outturn (£'000)	Forecast Variance (£'000)	Change in Forecast Outturn (£'000)
Barn4 specialist growing facilities	Recycled	400	-	400	-	-
Cambridge Biomedical MO Building	LGF	185	141	185	-	-
Cambridge City Centre	LGF	481	-	481	-	-
College of West Anglia - Net Zero	Recycled	274	-	274	-	-
Expansion of Growth Co Inward Investment	Recycled	400	-	400	-	-
Fenland Hi-tech Futures	Recycled	400	-	400	-	-
IEG Student Space	Recycled	7	-	7	-	-
Illumina Accelerator	Recycled	1,700	200	1,700	-	-
South Fen Business Park	LGF	946	-	946	-	-
Start Codon (Equity)	LGF	1,475	-	1,475	-	-
The Growth Service Company	Mixed	5,135	454	5,135	-	-

Total 22-23 BB Capital Expenditure		11,402	795	11,402	-	-
------------------------------------	--	--------	-----	--------	---	---

Table 4 - 22-23 BB Capital Expenditure (N.B. LGF stands for Local Growth Fund; Recycled funds are those given out by the Business Board as loans which have subsequently been repaid)

- 4.2 There are several new projects due to the call for submissions for recycled LGF. Although not reflected in the August cut of data above, all but one of the LGF projects have completed spend, with the outstanding project (South Fens Enterprise Park) recently submitting a change request. Presently, there are no concerns over ability to spend for the remainder of the fiscal year, except for the currently under review South Fen Business Park. Further details on this project are included in Agenda Item No. 2.2 (Strategic Funds Management Review – November 2022) of this agenda.
- 4.3 There are several projects that have not formally allocated funds this fiscal year. However, Illumina has recently held a call for projects, and the process of entering SAFE with five new companies totalling £500k has commenced. Start Codon is also due to make a call in October 2022 and a further call in March 2023, with all remaining funds being expended by the end of the next fiscal year. Both forecasts are lofty and will result in slippage into next fiscal year. However, a more realistic forecast has been proposed in the current MTFP exercise.
- 4.4 Cambridge Biomedical has spent to budget in September. Cambridge City Centre has returned expenditure forms indicating that it will be fully spent against budget by the next Business Board meeting.
- 4.5 The Growth Service capital spend is behind forecast because of the late restart of the Equity service line in that programme. During 2021/22, the Equity service line did commence and made one investment of £250,000, but was paused to change delivery partner within the consortia. The service line has now been contractually changed between partners in the consortia and has relaunched in October 2022. Slippage into next fiscal year is being captured in the MTFP process for a revised forecast to the end of the Growth Service contract.
- 4.6 Table 5 below gives an overview of the Energy & Market Towns capital budget lines, which are currently outside Business Board control and are provided for information purposes. There has been no change to the budget, so associated adjustment lines have been omitted.

	Funding Source	2022/23 Budget	Actual (£'000)	Forecast Outturn (£'000)	Forecast Variance (£'000)	Change in Forecast Outturn (£'000)
Retrofit: LAD phase 2 capital	LAD 2	49,984	7,236	20,000	-29,984	-
Retrofit: LAD phase 3 capital	LAD 3	73,675	-	34,530	-39,145	-
Retrofit: Home Upgrade Grant capital	HUG	29,610	-	14,128	-15,482	-
Market Towns: Chatteris	CGS	596	122	374	-152	-152
Market Towns: Ely	CGS	735	-	718	-17	-17
Market Towns: Huntingdon	CGS	391	86	326	-65	-65

Market Towns: Littleport	CGS	-	-	-	-	-
Market Towns: March	CGS	2,068	-	868	-1200	-1200
Market Towns: Ramsey	CGS	1,000	-	1,000	-	-
Market Towns: Soham	CGS	894	5	283	-611	-611
Market Towns: St Ives	CGS	433	86	326	-107	-107
Market Towns: St Neots	CGS	1,141	-	930	-211	-211
Market Towns: Whittlesey	CGS	914	-	218	- 715	- 715
Market Towns: Wisbech	CGS	746	178	321	- 425	- 425
St Neots Masterplan	CGS	285	-	285	-	-
Total 22-23 Energy And Market Towns Capital		162,401	7,713	77,791	-88,114	-3503

Table 5 - 22-23 Energy and Market Towns Capital (N.B. CGS stands for Capital Gainshare, which is the Combined Authority’s unringfenced capital funding, HUG and LAD2/3 are capital grants specifically for the relevant retrofit phases)

- 4.7 Regarding the first three Energy lines, the actual spend has reduced compared to the figures last reported to the Business Board, as several payments to the consortia have not been defrayed and have therefore been reclassified as prepayments. The project has been fraught with difficulties and the project deadline is currently under review. As a ring-fenced budget, all funds will be carried into the new fiscal year and revised budgets set once confirmation has been received from BEIS concerning the duration of the project. More detail can be found in the paper presented to the Greater Southeast Net Zero Hub Board in October 2022.
- 4.8 Post Covid-19 issues around contractors, as well as increased material costs, have impacted on project delivery across the Market Towns Programme. This has been further exacerbated by the recent cost of living crisis affecting the cost of goods and services. Project leads are having to deal with increased lead-times and costs for materials and labour. Most projects have been able to minimise this impact through extending delivery and completion dates. Officers have been working closely with each project lead to discuss and update delivery and expenditure profiles and forecast completion dates.
- 4.9 In November 2022, the Combined Authority Board will be asked to approve the updated position and the revised forecast project completion dates up to March 2024. The report confirms that 25 projects are now complete or nearing completion (53%), and 22 projects are in delivery, 10 of which will be completed before March 2023, and 12 before March 2024.

5. 2022-23 Budget and Capital Programme

- 5.1 The Business Board are asked to note the Business and Skills directorate Capital Programme in Table 6. Lines in the Business Board’s remit are above the bold line.

	Approved Budget (£'000)				Total approved to spend (£'000)	Subject to Approval (£'000)				Total project budgets (£'000)
	22-23	23-24	24-25	25-26		22-23	23-24	24-25	25-26	
	Barn4 specialist growing facilities	400	-	-		-	400	-	-	
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
College of West Anglia - Net Zero	274	850	876	-	2,000	-	-	-	-	2,000
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	-	-	-	-	950	2,850	2,850	2,850	9,500
IEG Student Space	7	30	260	99	397	-	-	-	-	397
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
South Fen Business Park	946	-	-	-	946	-	-	-	-	946
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
University of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Retrofit: LAD phase 2 capital	49,984	-	-	-	49,984	-	-	-	-	49,984
Retrofit: LAD phase 3 capital	73,675	-	-	-	73,675	-	-	-	-	73,675
Retrofit: Home Upgrade Grant capital	29,610	-	-	-	29,610	-	-	-	-	29,610

Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813
Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	914	-	-	-	914	-	-	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
St Neots Masterplan	215	-	-	-	215	-	-	-	-	215
Total Business and Skills	173,804	5,840	1,136	99	180,879	4,002	6,500	5,025	2,850	199,256

Table 6 – Business and Skills

6. Business Board Summary Funding Overview

6.1 A summary of the Business Board Recycled Capital & Revenue funds is set out in Table 7 below.

Recycled Capital	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-11,054	-5,960	-2,601	-1,987	-2,072	-2,256	-2,440	-2,624
Forecast Expenditure	10,531	3,881	1,136	99	0	0	0	0

Forecast Income	-5,438	-522	-522	-184	-184	-184	-184	-2,024
Closing Balance	-5,960	-2,601	-1,987	-2,072	-2,256	-2,440	-2,624	-4,648
Recycled Revenue	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-90	-345	-461	-551	-624	-691	-754	-812
Forecast Expenditure	0	0	0	0	0	0	0	0
Forecast Income	-255	-117	-89	-73	-68	-63	-58	-321
Closing Balance	-345	-461	-551	-624	-691	-754	-812	-1,133
Combined	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-11,144	-6,305	-3,063	-2,538	-2,695	-2,947	-3,194	-3,436
Forecast Expenditure	10,531	3,881	1,136	99	0	0	0	0
Forecast Income	-5,692	-638	-611	-257	-252	-247	-242	-2,345
Closing Balance	-6,305	-3,063	-2,538	-2,695	-2,947	-3,194	-3,436	-5,781

Table 7 – Recycled capital and revenue funds

- 6.2 Table 7 includes all funding decisions recommended by the Business Board to date, income from the sale of the iMet building, and refunds from both the OneCAM investment and £953k of savings from the Ely Area Capacity Enhancement Programme.
- 6.3 Table 7 also includes the most recent funding award of £1.15m to the Ramsey Food Hub project, ratified at the Combined Authority Board meeting on 19 October 2022. Following on from the Business Board's decision to decline the Mega Food factory's Project Change Request (PCR), the application has now been withdrawn and will not be proceeding with any grant from the Combined Authority.
- 6.4 A summary of the Business Board Enterprise Zones Reserve Fund for the next six years is set out in Table 8 below. The opening balance figure is draft, pending the audit of the Combined Authority's accounts in November 2022, but is not expected to vary significantly.

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Total Combined Authority EZ NNDR Income	-£972,176	-£1,008,968	-£1,008,968	-£1,008,968	-£1,008,968	-£1,008,968

Total Expenditure	£691,786	£832,786	£414,786	£414,786	£414,786	£414,786
Annual surplus (deficit)	-£280,390	-£176,182	-£594,182	-£594,182	-£594,182	-£594,182
Cumulative Balance	-£635,945	-£812,127	-£1,406,309	-£2,000,491	-£2,594,673	-£3,188,855

Table 8 - Forecast EZ income and expenditure (N.B. Rates figures shown are for the previous fiscal year)

- 6.5 Income for the Enterprise Zones is for a further 19-year period through to 2041/42, and should be viewed as long-term. The uncertainty in future receipts is due to them being dependent on the future expansion of businesses within the enterprise zones. The Business Board is currently entering into the fourth year of revenue of this programme, with payments being made by the collecting authority one year in arrears. NNDR figures collected from 2021-22 are being confirmed with each local authority to process payments due to the Combined Authority this fiscal year from across EZ sites.
- 6.6 Expenditure is based upon the contribution to the Department for Transport for the A14 (in the region of £100k), an annual flat fee contribution of £250k to the Business Board's running costs, three years of contribution to the Growth Service, 25% of Business Board members remuneration and expenses, and other projects approved at Business Board meetings.

Significant Implications

7. Financial Implications

- 7.1 There are no significant financial implications.

8. Legal Implications

- 8.1 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

9. Public Health implications

- 9.1 There are no significant public health implications.

10. Environmental and Climate Change Implications

- 10.1 There are no significant environmental and climate change implications.

11. Other Significant Implications

- 11.1 There are no other significant implications.

12. Appendices

12.1 Appendix 1 - Greater Southeast Net Zero Hub report

13. Background Papers

13.1 None.

Finance Report

To: Greater South East Energy Hub Board

Meeting Date: 18th October 2022

From: Esther Fadahunsi, Finance Manager

Recommendations: The GSEEH Board is recommended to:

a) Note the update and financial position relating to funding lines within the GSEEH Board remit.

1. Purpose

1.1 To provide an update and overview of the revenue and capital funding lines that are within the Greater South East Energy Hub (GSEEH) to assist the board to enable informed decision making regarding the expenditure of these funds.

2. Background

2.1 The board has requested a summary of the revenue and capital funding lines available within GSEEH, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.

2.2 The outturn forecast reflects costs incurred to date, accrued expenditure and the impact on the current year assumptions made on staffing, overheads and workstream programme delivery costs as set out in the current MTFP of the Cambridgeshire & Peterborough Combined Authority (CPCA), whom are the accountable body.

3. Revenue Income & Expenditure

3.1 A breakdown of the income for the period to 31 August 2022, is set out in Table 1. below.

Table 1. Energy Revenue Income Budgets 2022/23

Energy Revenue Funding Streams	Aug Budget	Board Approvals & Adjustments	Revised Budget	Actuals to 31 Aug 2022	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Hub Core Funding	(1,605.5)		(1,605.5)	(1,605.5)	(1,605.5)	-
Hub Decarbonisation Project	(1,372.3)	-	(1,372.3)	(1,372.3)	(1,372.3)	-
Total Skills Revenue Expenditure	(2,977.8)	-	(2,977.8)	(2,977.8)	(2,977.8)	-

3.2 The Forecast Outturn as set out in the table is in line to the agreed budget. 'Actual' figures are based on payments made and accrued expenditure where known.

3.3 Variances between the income outturn position and the annual budget are set out below:

a. There has been no increase within the Core Funding from BEIS as no extra funding has been made this year. This is the for COP26.

3.4 A breakdown of the expenditure for the period to 31 August 2022, is set out in Table 2. below.

Table 2. Energy Revenue Expenditure Budgets 2022/23

Energy Revenue Expenditure	Aug Budget	Board Approvals & Adjustments	Revised Budget	Actuals to 31 Aug 2022	Amounts Committed	Actual + Committed	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Energy Hub	2,186.3	-	2,186.3	317	100.7	417.7	2,186	(1,768.6)
COP 26	23.3	-	23.3	2	-	2.0	23	(21.3)
LAD2 Sourcing Activity	699.2	-	699.2	223	270.9	493.9	699	(205.3)
LAD2 Sourcing Strategy	-	-	-	-	-	-	-	-
Public Sector Decarbonisation	1,150.0	-	1,150.0	6.0	3.9	9.9	1,150	(1,140.1)
Rural Community Energy Fund	1,974.4	-	1,974.4	1,035.0	549.7	1,584.7	1,974	(389.7)
Total Energy Revenue Expenditure	6,033.1	-	6,033.1	1,583.0	925.2	2,508.2	6,033.1	(3,525.0)

3.4 The Forecast Outturn as set out in the table above shows a decrease in expected costs for the year of £3,525m compared to the agreed budget. 'Actual' figures are based on payments made and accrued expenditure where known.

3.3 Variances between the revenue outturn position and the annual budget are set out below:

- The core Energy Hub programme is currently forecasting an underspend as the activities for the new MoU referred to in item 3.3 are planned. The underspend will be transferred to the new financial year and a full reprofile will be undertaken.
- The COP26 budget has been fully allocated, however, several claims have yet to arrive, and this budget will be closed off early in the new financial year.
- The LAD2 Sourcing Activity underspend reflects the reduced activity due to the difficulties faced with delivering the programme. The spend has also been reduced in line with the reduced project outturn.
- Public Sector Decarbonisation programme was reprofiled with the majority of the spend taking place in 2022/23. However, delays in procuring the recruitment consultant have meant that no spend has taken place, with all spend being carried into the new financial year.

- e. The RCEF programme is currently forecasting an underspend, but the grants have now all been awarded, and it is a case of waiting for claims from the projects. This is a ring-fenced budget, and the underspend will be transferred to the new financial year.
- f. 3 projects were only added at the end of January relating to the new grant awards from BEIS and spend has begun on these activities towards the back end of February 2022.

4. Capital Expenditure

4.1 A breakdown of the expenditure for the period to 31 August 2022, is set out in Table 3. below.

Table 3. Energy Capital Expenditure Budgets 2022/23

Energy Capital Expenditure	Aug	Board	Revised	Actuals to	Amounts	Actual +	Forecast	Forecast
	Budget	Approvals & Adjustments	Budget	31 Aug 2022	Committed	Committed	Outturn	Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Variance
								£'000
LAD2 Programme	49,984	-	49,983.7	7,236		7,236.0	20,000.0	(29,983.7)
LAD 3 Programme	73,675		73,675.0	-			34,530.0	(39,145.0)
HUG 1 Programme	29,610		29,609.9	-			14,128.3	(15,481.6)
Total Energy Capital Expenditure	153,268.6	-	153,268.6	7,236.0	-	7,236.0	68,658.3	(84,610.3)

4.2 The Forecast Outturn as set out in the table above shows a decrease in expected costs for the year of £84,610.3m compared to the agreed budget. 'Actual' figures are based on payments made and accrued expenditure where known.

4.3 Variances between the revenue outturn position and the annual budget are set out below:

- a. The actual spend has reduced compared to the figures last reported to board as several payments to the consortia have not been defrayed and have therefore been reclassified as prepayments. The project has been fraught with difficulties and the project deadline is currently under review. As a ring-fenced budget, all funds will be carried into the new financial year and revised budgets set once confirmation has been received from BEIS concerning the duration of the project.

Significant Implications

5. Financial Implications

5.1 There are no financial implications other than those included in the main body of the report.

6. Legal Implications

6.1 The GSEEH is required to prepare a balanced budget in accordance with statutory requirements.

7. Other Significant Implications

7.1 There are no significant implications.

Strategic Funds Management Review – November 2022

To:	Business Board
Meeting Date:	14 November 2022
Public report:	This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendix.
Lead Member:	Chair of the Business Board, Alex Plant
From:	Interim Associate Director of Business, Steve Clarke
Key decision:	No
Recommendations:	The Business Board is invited to: <ul style="list-style-type: none">a) Recommend the Combined Authority Board declines the Project Change Request for the South Fens Enterprise Park project, and for funding to be clawed back in line with the existing grant agreement; andb) Note all programme updates outlined in this paper

1 Purpose

- 1.1 This report provides the Business Board with an update on the strategic funding programmes that it is responsible for, and covers progress to 21 October 2022. This includes the following:
- Spend performance of strategic funds
 - Performance & monitoring of strategic funds and projects
 - Review any Project Change Requests
 - Recycled Local Growth Fund – update
 - Strategic funds - update

2 Background

- 2.1 The Local Growth Fund (LGF) £146.7m programme was closed and all spent by 31 March 2021, but programme outcomes from its invested projects are still being delivered until 2030. Also, Recycled LGF is being returned from projects over the medium term for a variety of reasons and the Business Board has awarded £4.7m of the recycled LGF this year. The recycled funds were re-awarded using the same criteria as original LGF, in the form of grants, loans or other forms of funding such as equity capital investment.
- 2.2 The £14.6m Getting Building Funding (GBF) was awarded to the Combined Authority in July 2020, and the Business Board awarded the £14.6m to the Net Zero Manufacturing Research and Development Innovation Centre, University Phase 2 project.
- 2.3 The UK Community Renewal Fund (CRF) awarded a grant of £3,393,851 to the Combined Authority in November to deliver two projects by 31 December 2022. Both projects are being delivered through the existing Growth Works contractor.
- 2.4 In the Levelling Up Fund (LUF) round 1, Peterborough City Council was awarded £20m of capital grant for the ARU Peterborough Living Lab and University Cultural Quarter project. Fenland District Council, East Cambridgeshire District Council, and the Combined Authority Transport team submitted applications for round 2 in July 2022.
- 2.5 On 13 April 2022, the Government launched the UK Shared Prosperity Fund (SPF) prospectus and guidance, and after joint development with all the local authorities, the Combined Authority submitted its Local Investment Plan to deadline in July 2022.
- 2.6 The Department for Digital, Culture, Media and Sport has announced funding awards on the Create Growth Programme, which the Combined Authority has partnered together with the New Anglia LEP, University of East Anglia, Anglia Ruskin University, University of Suffolk, Norwich University of the Arts, Norfolk County Council, and Suffolk County Council, successfully securing allocation of £1.275m.

3 Programme Spend

- 3.1 The £146.7m LGF programme closed on 31 March 2021, with all funding awarded to a portfolio of 51 projects, including the grant schemes, and included the allocated Combined

Authority fund management costs. The project expenditure of the original LGF programme to date was £142.2m as of 14 October 2022.

- 3.2 The £14.6m GBF awarded, was invested before March 2022 and delivery is well advanced on the Manufacturing & Materials Research and Development Centre and infrastructure, with building completion due in December 2022, and fit-out and occupation starting in spring 2023.
- 3.3 The Peterborough University Phase 3 continues to gear up delivery team, and should be obtaining planning determination in early 2023. The funding package includes £2m from Business Board recycled fund, alongside the £24m from Peterborough City Council and Anglia Ruskin University.
- 3.4 The Community Renewal Fund £3,393,851, plus the £800,000 Additional Restrictions Grant (ARG) match funding from council partners, is currently profiled and on track to be all spent in the two programmes Turning Point and Start and Grow by 31 December 2022.
- 3.5 The Recycled LGF spend on recently awarded projects is shown in Table 1 below.

Project Title	Project Description	Strategic Growth Ambition Fit	Grant Funding Amount	Spend to Date	Leverage Funding	End of Project Monitoring
Illumina Genomics Accelerator	Investment in start-up life science companies in Illumina prog	Economic & Growth	£2,000,000	£500,000	£29,000,000	2030
Start Codon Life Science Accelerator	Provides support and seed-funding to High Potential Companies	Reducing Inequality	£3,342,250	£1,867,250	£12,000,000	2030
South Fenland Enterprise Park	Flexible grow-on or 'scale-up' business space at Chatteris in Fenland	Economic & Growth	£997,032	£51,032	£997,032	2024
Business Growth Service - Inward Investment expansion	Increase investment in the inward investment element of the Growth Works programme	Economic & Growth	£400,000	£0.00	£0	2030
Barn4 specialist growing facilities	Containerised growing systems will be installed on NIAB's Park Farm	Innovation	£400,000	£0.00	£332,785	2025
Fenland Hi-Tech Futures	An investment in equipment for the North Cambs Training Centre	Economic & Growth	£400,000	£0.00	£237,000	2025

COWA Net Zero Project	Develop a centre for green skills specialisms and coordinate skills across Fenland	Health and Skills	£2,000,000	£0.00	£8,262,471	2030
Ramsey Produce Hub	project will deliver improvements to the Great Whyte, a central commercial heart of Ramsey	Infrastructure	£1,158,525	£0.00	£295,000	2027
Centre for Green Technology	Complete design of building at Peterborough College	Infrastructure	£397,093	£291,777	£39,709	2027
University of Peterborough Phase 3	Phase 3 teaching building on ARU Peterborough site	Infrastructure	£2,000,000	£0.00	£24,000,00	2032
Total Funding			£13,094,900	£2,710,059	£75,163,997	

Table 1

4 Programme Delivery and Monitoring

4.1 All current live projects approved by the Business Board which are in delivery phase are listed in Table 2 below, with an indication of their output progress.

Project Title	Job Creation (Forecast)		Apprenticeships (Forecast)		Area of New or Improved Learning/ Training Floorspace (m2) (Forecast)		Commercial Floorspace Created (m2) (Forecast)		Commercial Floorspace Refurbished (m2) (Forecast)		Commercial Floorspace Occupied (m2) (Forecast)		Enterprises Receiving Grant Support (Forecast)		Businesses Receiving Other Grant Support (Forecast)		Businesses Receiving Non-Financial Support (Forecast)	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
Illumina Genomics Accelerator	1033	85	2					730	437	730	437		10		0	6		
Startcodon Life Science Accelerator	5190	173											48	14	48	14		
South Fenland Enterprise Park	76	0					900	0			900	0						
Business Growth Service - Inward Investment expansion	280														10			

Barn4 specialist growing facilities	34						118		300				1				10	
Fenland Hi-Tech Futures	32		150		350													
COWA Net Zero Project	37		300		226													
Ramsey Produce Hub	13		5						860		260							
Centre for Green Technology	8		60															
University of Peterborough Phase 3		100	37		900m2													

- 4.2 As reported at the Business Board's meeting in September 2022, the South Fenland Enterprise Park project being delivered by Fenland District Council (FDC), which was awarded £997,032 LGF in 2020, has been delayed from its original plans because of the project combining with another remaining phase of development of the Business Park, leading to revised planning requirements only approved recently, and the scheme also recently tendered.
- 4.3 FDC has now reported that the tendering process has thrown up a significant gap in the funding to be able to deliver the project, as the quotes received are significantly higher than expected, due to the current inflationary pressures on materials and delivery of construction projects. The quoted cost for the whole combined project of two phases together is £5.5m, and the funding shortfall is £4.6m, which FDC does not have available in their budget. This means FDC has not been able to proceed with completing the tender process and awarding a contract.
- 4.4 Officers discussed the requirement for a Project Change Request from FDC for the revised project to be considered by the Business Board and Combined Authority Board. Officers are discussing and assessing all the implications with FDC around the project, especially associated with costs in relation to original quote prices changing, size and scope of revised project as a result of the value engineering.
- 4.5 The Project Change Request, attached as the exempt Appendix 1 to this report, includes details of options considered by FDC and its Members, and their preferred option proposal to re-tender the scheme with additional information, offering quotes on two routes, one to complete whole scheme phase 1 and 2 or phase 1 single block scheme and supporting infrastructure. But either of the routes being tendered will still leave a funding gap, and details of how this will be funded has not been shared with officers. It is anticipated that the project will now complete by April 2024.
- 4.6 The project is now far behind its original delivery date, with outputs and outcomes looking increasingly undeliverable. Confidence is also not high that a retendering exercise would substantially reduce costs in the current climate. Therefore, officers are recommending the change request be rejected, and the grant funding be returned to the LGF Recycled budget via the non-delivery clawback clauses in the funding agreement.
- 4.7 The Business Board is asked to recommend rejection of the Project Change Request to the Combined Authority Board.
- 4.8 The monitoring of all projects in delivery has until now been conducted by the Strategic Funds team on a monthly and quarterly basis. The Business Team are switching to a quarterly cycle for gathering monitoring data from all projects going forwards, due to the data being gathered not changing significantly between monthly monitoring cycles. However, projects which are in the build or delivery phase will still be project managed on a monthly basis for performance, claims payments, and issues or risks.
- 4.9 The Strategic Funds team are working on better ways to present the data gathered from monitoring and to be able to provide the trend analysis that would help to inform and guide the Business Board on performance better. To this end, officers will work through example charts and formats using current monitoring data with Business Board members at their next Activity Update meeting to obtain input and confirmation on how the Business Board would like this information provided in reports going forwards.

5 Recycled Local Growth Fund

- 5.1 The two calls for projects for the Recycled LGF conducted this year, based on the Business Board strategy and targeted criteria, concluded with the following projects approved and awarded.

Project	Deliver Organisation	Grant Allocation	Leverage
Business Growth Service - Inward Investment expansion	Growth Co	£400,000	£0
Barn4 specialist growing facilities	NIAB	£400,000	£332,785
Fenland Hi-Tech Futures	College of West Suffolk	£400,000	£237,000
COWA Net Zero Project	College of West Anglia	£2,000,000	£8,262,471
Ramsey Produce Hub	Huntingdonshire District Council	£1,158,525	£295,000
Centre for Green Technology	Inspire Education	£397,093	£39,709

- 5.2 The six projects listed above have been awarded a total of £4,755,618, and offering £9,166,965 in leverage funding, this leaves approximately £3m-£4m in the combined revenue/capital recycled LGF budget in the medium term, as expenditure winds down to zero and nominal income is forecast to be received. The upper end reflects the formalising of declining the South Fens Business Centre PCR (£0.9m).
- 5.3 The Business Board has not yet made any further decision on the deployment of the remaining recycled LGF, and could consider other projects from the earlier call that were scored lower, or it could consider aligning its investment strategy for awarding the remaining funds to the delivery of aspects of the Economic Growth Strategy Implementation plan. It is proposed that this be discussed at the next Business Board Activity update meeting and brought back as a formal recommendation at the subsequent Business Board meeting.

6 Strategic Funds Update

Community Renewal Fund

- 6.1 The spend delivery of the two projects being funded by the CRF are now being monitored very closely on a weekly basis through the Growth Works contractor, to ensure that both projects deliver their full spend and outputs before the end of the delivery window of 31 December 2022. The CRF projects respectively have £389,000 left to be defrayed for the Start & Grow project, which at current grant award run rate is on target by 31 December 2022, and -£221,081 in arrears for the Turning Point project, which is also on track to complete before December 2022. The deficit in funding with the Turning Point project is as anticipated at this point in delivery. The CRF funding from the Department for Levelling Up, Housing and Communities (DLUHC) for both projects is paid in two tranches. The first tranche, 62.5% of total funding, was paid in advance of work starting and the final payment

is in arrears, once the final monitoring and evidence of defrayal is provided with a final claim.

Levelling Up Fund

- 6.2 The Government had not yet made any announcements regards the Levelling Up Fund (LUF) round 2 project awards when this report was published.

UK Shared Prosperity Fund

- 6.3 The Government had not yet made any announcements regards the approval of allocations on core UK Shared Prosperity Fund (UKSPF) when this report was published. The £9.8m Local Investment Plan was submitted to DLUHC on 31 July 2022, with confirmation of receipt, and there have been no queries back from DLUHC on the plan as at 21 October.
- 6.4 The Strategic Funds team has been coordinating further work on the proposed projects in the investment plan, undertaking due diligence on all projects due to start in year one in preparation for the grant agreements and contracts to be put in place quickly after any announcement with local authorities and other delivery organisations.
- 6.5 On 3 September, DLUHC launched the prospectus for Rural England Prosperity Fund, inviting Lead Authorities to produce an addendum to their UKSPF Local Investment Plans submitted by 30 November 2022, to secure the allocation of funding being offered. The Rural England Prosperity Fund is integrated into the UKSPF, which supports productivity and prosperity in places that need it most. For eligible local authorities, the Rural Fund is a rural top-up to UKSPF allocations. The Combined Authority has an indicative allocation of £3,215,148 split as below:

District/Unitary	Allocation
Cambridge	£0
East Cambridgeshire	£652,511
Fenland	£436,714
Huntingdonshire	£957,788
Peterborough	£0
South Cambridgeshire	£1,168,135

Getting Building Fund

- 6.6 The £14.6m GBF that was awarded to the Combined Authority was invested before March 2022, and delivery of the building shell is targeted for December 2022. There is an update on the university project in Agenda Item No. 3.4 (University of Peterborough – Delivery Update and Future Combined Authority Role) on this agenda.
- 6.7 The advertising of space in the building is under way, led by Savills and supported by partner organisations, but this marketing activity is being elevated through networks and business channels to increase interest, as initial enquiries are slower than hoped.

Create Growth Fund

- 6.8 New Anglia LEP and the Combined Authority have partnered together with the University of East Anglia, Anglia Ruskin University, University of Suffolk, Norwich University of the Arts, Norfolk County Council, and Suffolk County Council to successfully bid to become one of six areas delivering the new DCMS Create Growth Programme.
- 6.9 The partners have been successful in the final round allocation of funding of £1.275m, following submission of a full application. New Anglia LEP is the Lead Applicant, and will now work with all partners in the bid to move to delivery of support programmes across Norfolk, Suffolk and Cambridgeshire, to ready potential high growth organisations for seed funding award via a fund manager that is currently being recruited centrally by DCMS. Those organisations will have access to seed investment funds in the wider programme.

Significant Implications

7. Financial Implications

- 7.1 Depending on the decision of the Business Board regarding the proposed Change Request from FDC there could be a return of funds from FDC of up to £946k, this would be added to the existing balance on the recycled growth funds for reallocation in-line with the Business Board's future decisions.

8. Legal Implications

- 8.1 If the Business Board reject the Change Request, the project will be terminated in accordance with the terms of the Grant Funding Agreement. The CPCA will also seek to clawback grant funding in accordance with the Grant Funding Agreement.

9. Public Health Implications

- 9.1 Within the broad portfolio of funded projects many have a positive impact on public health regarding creation of key employment or skills outcome improvements across the Combined Authority. Good work and personal skills development are key determinant of positive health outcomes.

10. Environment and Climate Change Implications

- 10.1 The programmes of funding contain various projects which will deliver impacts for environment and climate through the wider changes and innovations in sectors such as Agri-food, green engineering, and life sciences and digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.

11. Other Significant Implications

- 11.1 There are no other significant implications.

12. Appendices

- 12. Appendix 1 (Exempt) – Project Change Request (South Fens Enterprise Park)

13. Background Papers

- 13.1 LGF Funding Award Project Approval - [Business Board 27 January 2020 Agenda Item 2.2](#)
- 13.2 Community Renewal Fund Award Approval - [Combined Authority Board 24 Nov 2021 Agenda item 3.6](#)
- 13.3 Getting Building Fund Award Approval - [Combined Authority Board 25 Nov 2020 Agenda Item 3.5](#)
- 13.4 Levelling up Project Approval - [Combined Authority Board 30 June 2021 Agenda Item 7.2](#)

Growth Works Programme - Management Update for Quarter 7 (July to September 2022)

To:	Business Board
Meeting Date:	14 November 2022
Public report:	Yes
Lead Member:	Chair of the Business Board, Alex Plant
From:	Interim Associate Director of Business, Steve Clarke
Key decision:	No
Recommendations:	The Business Board is recommended to: <ul style="list-style-type: none">a) Note the Growth Works Programme performance data for Q7 (01 July to 30 September 2022);b) Note the outcomes and findings of the recent Programme Review; andc) Endorse the proposed recommendations from the programme review, as set out in section 5 of this report.

1. Purpose

- 1.1 To note the programme performance data for Quarter 7 of the contract (or Quarter 3 of calendar year 2), covering the period from July 2022 to September 2022.
- 1.2 To note the findings of the programme review on overall performance to date, as undertaken by Gateley Economic Growth Service (GEG) and its private sector partners, as directed by the Combined Authority.
- 1.3 To consider the suggested changes proposed from the programme review and to seek consensus from members on their implementation to address performance concerns and to sustain successful delivery of the Growth Works Programme.

2. Growth Works Programme – Performance Summary for Q7

- 2.1 Growth Works is a Combined Authority programme, which is designed to support high growth / growing / scale-up businesses. It is managed by the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co), which is a subsidiary of the Combined Authority. Growth Co manages the Growth Works contract on behalf of the Combined Authority, and the contract is led by GEG.
- 2.2 The Growth Works Programme Performance Report for Quarter 7 (Quarter 3 of calendar year 2), attached at Appendix 1 to this report, provides detailed analysis for each service line within the programme. Table 1 below sets out a summary of performance outcomes for jobs and apprenticeships at programme level.

Service Line	Total Programme Target	Year 2 Target	Year 2 Actual (1 Jan – 30 Sep)	Programme Actual (15 Feb 2021 – 30 Sep 2022)
Coaching	3,223	1,454	934	1,073
Inward Investment	808	263	304	627
Skills: Apprenticeships	1,400	449	200	266
Grants & Equity	1,455	474	245	684
Totals	6,886	2,640	1,683	2,650

Table 1 – Performance Outcomes

- 2.3 While the overall outturn against job forecasts remains ahead of the curve, with jobs committed being 15.8% ahead by Quarter 7, there are challenges that need addressing, particularly in the volume heavy service lines for Growth Coaching and Skills:
 - Macro-economic environment and market conditions are impacting the ability of volume heavy services to deliver the current required outcomes.
 - Performance improvement plans have not delivered the intended upturn in results the services had forecast.

- Ongoing engagement with the Department for Business, Energy and Industrial Strategy over the Growth Hub year-3 funding.

- 2.4 Customer satisfaction is measured on a quarterly basis using an independent survey company undertaking Net Promoter Score (NPS) surveying, which is a widely accepted approach to gauging client and/or customer levels of satisfaction. The NPS is calculated by subtracting the number of detractors from the number of promoters. It can be expressed as a whole number or a percentage and range from +/-100. A positive NPS (above 0) is considered “good”, an NPS of 50-69 is considered “excellent,” and anything 70 and above is considered “world-class.”
- 2.5 The Growth Works Net Promoter Score (NPS) for the Quarter 7 survey was 62%, and is classed as ‘excellent’. Although it falls short of the 78% ‘world-class’ result of Quarter 6, it is comparable with Quarter 4’s NPS of 68%, and is still above Quarter 5’s NPS of 56%. With Growth Works contractors inviting more companies than in previous quarters to participate in the survey, there were 29 responses out of 124 companies, which gives a 23% survey response rate for Quarter 7. Earlier responses were 53% for Quarter 6, 50% for Quarter 5, and 44% for Quarter 4. There were 21 promoters surveyed scoring 9 or 10 out of 10, which is a good achievement. A copy of the NPS Survey is attached at Appendix 2 to this report.
- 2.6 Furthermore, data led views and projections of performance conclude that continuing to deliver the service as currently structured will not create the desired level of outcomes that the Combined Authority hoped for when designing the Business Growth Service (Growth Works Programme). A full breakdown of performance by service line is attached as Appendix 3 to this report.

3. Service Line Performance & Impact

Skills Service Update

- 3.1 At the end of Quarter 7, the Skills Service has not reported the performance level expected. Growth Works with Skills (GWwS) is behind target with all the leading indicators.
- 3.2 The current preferred Key Account Management (KAM) approach in this service line has so far not yielded the desired results in these metrics. A different approach is now being taken. A broad engagement campaign targeting more than 32,000 business decision-makers (honed to district areas and by sector) has been undertaken. In addition, the GWwS has started building relationships with economic development teams in all local authorities, and is engaging with the local colleges. This engagement has been too slow. Critical to the success of the skills offer is the service playing an active role in the skills system across Cambridgeshire and Peterborough.
- 3.3 Feedback from the market is that access to talent and the right skills is a leading barrier to growth identified by many businesses within the Combined Authority area, and this is confirmed by insight from the programme. The performance of GWwS is juxtaposed with what the market is telling us, highlighting the need to reinvigorate the skills offer through a change of approach to the delivery of this service line.

Growth Coaching Service Update

- 3.4 At the end of Quarter 7, the Growth Coaching Service had created 1,073 jobs against an

expected target of 1,189, but the trend line is currently downwards. It is predicted that if Growth Works continues to deliver the Coaching Service as constituted, it will deliver 1,890-1,900 jobs, approximately 59% of the 3,223 total jobs required at contract end. Taking the last six months' figures (88 in April, 60 in May, 54.5 in June, 20.5 in July, 168 in August 168, and 160 in September), if it were not for the trend numbers in August and September, then the prediction would be lower.

- 3.5 Equally, performance in the leading indicators (and trend in the performance) does provide confidence that Coaching will deliver the jobs outcome, underpinning the above prediction. It is predicted that companies starting a Coaching Journey will finish the contract at approximately 78% (775-785) of the 1,005 contract target. Likewise, by contract end, companies completing a Coaching Journey will be approximately 38% (375-385) of the 1,005 contract target.
- 3.6 Feedback from the market is that businesses currently do not want to buy coaching support, as it is not a priority for most businesses. This is reflected in the Growth Coaching service performance trends.

Inward Investment Service Update

- 3.7 Despite the challenges the high-volume service lines have experienced in the current economic climate, the inward investment service line continues to substantially over-deliver on all metrics. At the end of Quarter 7, 627 jobs have been created against an expected target of 261. It has built a pipeline of over 200 growing international companies, and it is predicted that if Growth Works continues to deliver inward investment as constituted, it will deliver 1,100-1,110 jobs, approximately 137% of the revised 808 total at contract end. Taking the last six months figures, jobs confirmed between April and September are 286, which reflects the quality of the investments secured for the Combined Authority.
- 3.8 Equally, performance in the leading indicators provides confidence that inward investment will deliver substantially above the job outcomes, which supports the prediction. It is also predicted that 450-470 companies (against a 160 target) will be serviced in the pipeline, and the required 40 project successes will be delivered by contract end.
- 3.9 According to the International Monetary Fund, Foreign Direct Investment (FDI) tends to be resilient during an economic crisis and allows the transfer of technology and capital input that is unable to be achieved through trade in goods and services. Inward FDI can enhance growth and innovation, create quality jobs, develop human capital, raise living standards, and improve environmental sustainability (OECD 2021). The resilience of FDI in the current environment is demonstrated by the pipeline and delivery to date of the service.

Grants and Equity Service Update

- 3.10 At the end of Quarter 7, the Grants and Equity Service had created 684 jobs, against an expected target of 706. It is predicted that if Growth Works continue to deliver these services as constituted, they will deliver 1,010-1,015 jobs, approximately 69% of the 1,455 total at contract end. The prediction is tempered by the dwindling small and medium-sized (SME) capital expenditure (CapEx) grants pot and the hiatus in the Equity Service line not starting during the first year of the programme. The Equity Service was redeployed in late September 2022, via a Change Control Note (CCN) that transferred it from the initial sub-contractor directly to GEG.
- 3.11 Performance in the leading indicator (and trend data) leads to a prediction that 77-82 SME

CapEx grant awards will be offered by contract end, approximately 143% of the 56 target. Enabled through the CCN, the new Equity Service has a defined metric to achieve by contract end that GEG are confident of achieving.

- 3.12 Feedback from the market and economic conditions demonstrates that preserving cash is a priority for businesses across the Combined Authority region. Insight from the programme proves the success of an access to capital offer that is not available commercially. Growth Works will continue to provide access to capital through the Equity Service. An equity-led offer will address market failures without draining business cashflow in the way commercial loans do.

4. Growth Works Programme Review

- 4.1 The purpose of the review is to provide members of the Cambridgeshire and Peterborough Business Growth Company, as well as the wider Combined Authority, with a detailed review of the Growth Works Programme to date. This review was prompted by concerns around leading indicators, the impact of wider macro-economic aspects, and feedback from businesses. It forms a good reflection point against which to align with other reviews taking place within the Combined Authority.
- 4.2 In line with the principles of good governance, the review considered and evaluated several key elements including:
- The evaluation of the material changes in the macro and micro economic environments since Programme inception and mobilisation.
 - The evaluation of the performance of each service line since contract start, as well as the past six months when a significant ramp up was expected, and an objective data-driven review of each sub contractor's demonstrable ability to deliver against the existing and proposed outcomes.
 - Re-evaluation of the original programme objectives and hypotheses against today's macro-economic environment to consider if any adjustments are required to maximise the benefits of Growth Works for workers, learners, and business leaders across the third and final year of the programme.
- 4.3 Despite the programme being ahead of where it expected to be at this stage, for overall jobs created metric there have been concerns expressed by the prime contractor, members of the Growth Co Board, Senior Responsible Officers (SROs), and Sub-Contractor Service Line Leads about the impacts of the macro-economic environment currently being faced, and the consequence this would have on the programme in the final months of year two and year three.
- 4.4 In the Monthly Contractual Report for September (end of Quarter 7), whilst strong performance is seen in Inward Investment and SME Capex grants, declining performance is also being seen across Growth Coaching and Skills. However, the trend being seen in performance does not lend itself to assuring stakeholders that these service lines can deliver the outcomes to which they are contracted. All service lines were required to deliver a significant increase in performance to meet the required sharp upturn in outputs during Quarter 6 to Quarter 8. To date, data from the Growth Coaching and Skills Service Line demonstrates this has not materialised.

- 4.5 Strong performance in the first twelve months of the contract created a surplus in most leading indicators, which has been eroded to the point of deficit across key metrics, particularly within the Growth Coaching and Skills Service Lines (including European Regional Development Fund (ERDF) and European Social Fund (ESF) metrics). Since the strong delivery in the first twelve months of the programme, market forces and economic uncertainty are now impacting the desire of firms to expand and create jobs, over preserving cash reserves.
- 4.6 Furthermore, the sub-contractor delivering the Growth Coaching Service line set out in a draft project change request (PCR) to the Department for Levelling Up, Housing and Communities (DLUHC) that “applicants did not favour coaching” but “require support for projects that more directly drive business growth”. Further insight gained on challenges being faced by business demonstrates that the need to “find the right new people” and the need for “growth finance” are the leading challenges identified.
- 4.7 The national macro-economic environment has seen significant changes recently and high inflation means the real cost of doing business has taken a severe upturn in recent months, rising to 2.1% from 0.8% in February 2021. In July 2022, inflation peaked at 10.1%, and currently sits at 9.9%.
- 4.8 In addition, bottlenecks in supply chains, which never recovered fully from the Covid-19 pandemic, as well as soaring energy prices, are drivers affecting the abnormal inflation rates the UK is facing, and will remain the top concerns for businesses. This, coupled with the recent interest rate rises, has tightened business budgets further, increasing costs on debt and office space. Business leaders and consumers alike will feel their budgets increasingly squeezed, and as the UK moves towards an economic slowdown, companies will move away from non-essential costs to sustain operations.
- 4.9 The weakening of the pound will only exacerbate the current issues the country face as prices of imports grow, and so too will business costs, tightening budgets further. Despite this, a favourable exchange rate does create an attractive environment for inward investors looking to expand internationally and move capital across borders, with evidence of this beginning to be seen in the make-up of the Inward Investment Service pipeline.
- 4.10 These domestic challenges and economic conditions are similarly reflected across the Combined Authority area. Most businesses in the region forecast a rise in capital expenditure. This creates a fertile environment for demand for CapEx and equity investment (both domestic and international). This allows the Combined Authority to be the catalyst for capital investment and growth, despite uncertainty.
- 4.11 In summary, the impact of inflationary pressures, incomplete Covid-19 recovery (and the detrimental impact on supply chains of the pandemic), the war in Ukraine raising the costs of inputs such as fuel and other related costs, interest rate and wage rises, have all contributed to businesses struggling with controlling costs in the face of increasing uncertainty. Businesses are focused on cash retention and cost control. This will create a material shift in the needs and focus of businesses across the Combined Authority region, affecting their expansion, investment and resultant resource requirements. It is incumbent on GEG, as prime contractor, to ensure that the objectives and approach of the Growth Works Programme is best aligned to the significant challenges being faced by local businesses.

5. Growth Works Programme - Change Recommendations

- 5.1 Based on the evidence set out in this report and the forecast contractual outcomes, modelled on performance trends, there are six proposed recommendations to ensure Growth Works' offering is realigned to current market conditions and reflects insight gained from businesses.
- 5.2 The central tenets of the recommendations are the realignment of outcome targets based on market conditions, and the reallocation of programme funds to services that are proven to deliver. The six recommendations are as follows:
- Increasing the jobs to be created from the £3,000,000 ERDF-funded grant programme from 400 to 1,240 building on performance to date and leveraging the ongoing PCR.
 - The Growth Coaching Service would be reduced to ensure it can still service existing clients delivering an additional 707 jobs on top of the 710 (ex-ERDF) created to date. The revised total target of the Growth Coaching Service is 1,417 (ex-ERDF). This reduction in service reflects the lack of market demand while ensuring continuity for existing clients.
 - Reallocating £500,000 of the contracted Funding and in parallel 454 jobs output target from the Growth Coaching service line to the Inward Investment service line, to give a new total of 1,262 across the contract attributed to Inward Investment.
 - An overall reduction of 10% in the jobs created target due to the impacts of external macro-economic factors and their impacts on the UK economy. The new jobs created target for Growth Works would be 4,937 compared to an initial target of 5,486.
 - Growth Works with Skills have been pursuing a Key Account Management model throughout the programme to-date and while this has had some impact, performance data shows it lacks the immediacy and sustained business engagement required to deliver the volume of outputs required within the duration of this contract. We recommend the service pivot from focusing on longer term culture change to medium term deliverables to deliver the required learning outcomes, apprenticeship starts and ESF Key Performance Indicators (KPI's), this will require both strategic and operational changes at pace in this service line.
 - Insight from business engaged by Growth Works is that the struggle they face filling vacancies has intensified over the past two years. This is supported by the region's unemployment rate (3.4%) being lower than the national rate and has resulted in the number of unemployed people per job vacancy across the region falling to 1 (the lowest since records began in 2001). The review suggests for better and more realistic alignment of Growth Works for Skills with the emergent needs of businesses on patch.
- 5.3 A summary of the impact on the overall job outcomes for year three of the programme is attached at Appendix 4 to this report.
- 5.4 Taking immediate action will ensure Growth Works will successfully deliver its outcomes during the current economic climate and will remain aligned to the priorities of the Combined Authority and the businesses in the region. If these recommendations are

accepted, the programme will be able to deliver the required 4,937 jobs over the remainder of the contract.

- 5.5 The most significant reallocation of funds is from Growth Coaching to Inward Investment Service. This proposal is centered not only on the pipeline and performance of the Inward Investment Service, which has a proven ability to create jobs and weather volatile market conditions, but also on seizing opportunities presented by a weakened pound.
- 5.6 Furthermore, foreign firms are more responsive to business environment fluctuations given they tend to be diverse businesses already successful in their home market, and they tend to be substantial, lasting investments delivering the desired Gross Value Added growth and economic resilience.
- 5.7 These recommendations are further enhanced by the limited market demand for the Growth Coaching Service as currently operating, and the proposal to increase the required outputs from the ERDF pot is in response to the initial hypothesis about firms using ERDF nudge grants to complete Growth Coaching journeys having been disproven by virtue of the sub-contractor's PCR (the PCR being for nudge grants to be used beyond coaching for any revenue generating activities and CapEx in support of business). Therefore, approval of these recommendations will be subject to DLUHC agreeing the PCR, which will be initiated by the Combined Authority as lead authority for EU funding.
- 5.8 In conclusion, these recommendations have been produced to reflect the ability of each sub-contractor to deliver, within existing resources and using current budgets, to ensure the strongest possible performance in the third and final year of the programme. They also look to build on the proven strengths and the evident needs of businesses, while mitigating current performance risks and challenges.

Significant Implications

6. Financial Implications

- 6.1 There are no direct financial implications, as the recommended changes to the programme are within approved budget levels.

7. Legal Implications

- 7.1 Proposal of the suggested recommendations to the Combined Authority Board is to be considered by the Skills Committee at its meeting on 7 November 2022, and they are being presented for the Business Board's endorsement. The Growth Co Directors have approved all six recommendations from the programme review set out in this paper and, subject to the approval of the Combined Authority Board, a contract change notice will be signed between Growth Co and the Growth Works contractor to action contractual changes.
- 7.2 Any changes to the existing Grant Funding Agreements for ESF and ERDF between the Combined Authority and the funding bodies (DLUHC and the Department for Work and Pensions) would be subject to approval of the proposed PCRs to those funding bodies.

8. Public Health implications

8.1 There are no public health implications.

9. Environmental and Climate Change Implications

9.1 There are no environmental or climate change implications.

10. Other Significant Implications

10.1 There are no other significant implications.

11. Appendices

11.1 Appendix 1 – Growth Works Programme Performance Report for Quarter 7

11.2 Appendix 2 – Growth Works Net Promoter Score for Quarter 7 Survey

11.3 Appendix 3 – Growth Works Programme – Summary of Performance by Service Line

11.4 Appendix 4 – Growth Works Programme – Summary of Review Recommendations

12. Background Papers

12.1 None.

Appendix 1 - CPCA Growth Works Programme Performance Report

Quarter 7 (Yr2) Reporting Period
(1st July to 30th September 2022)



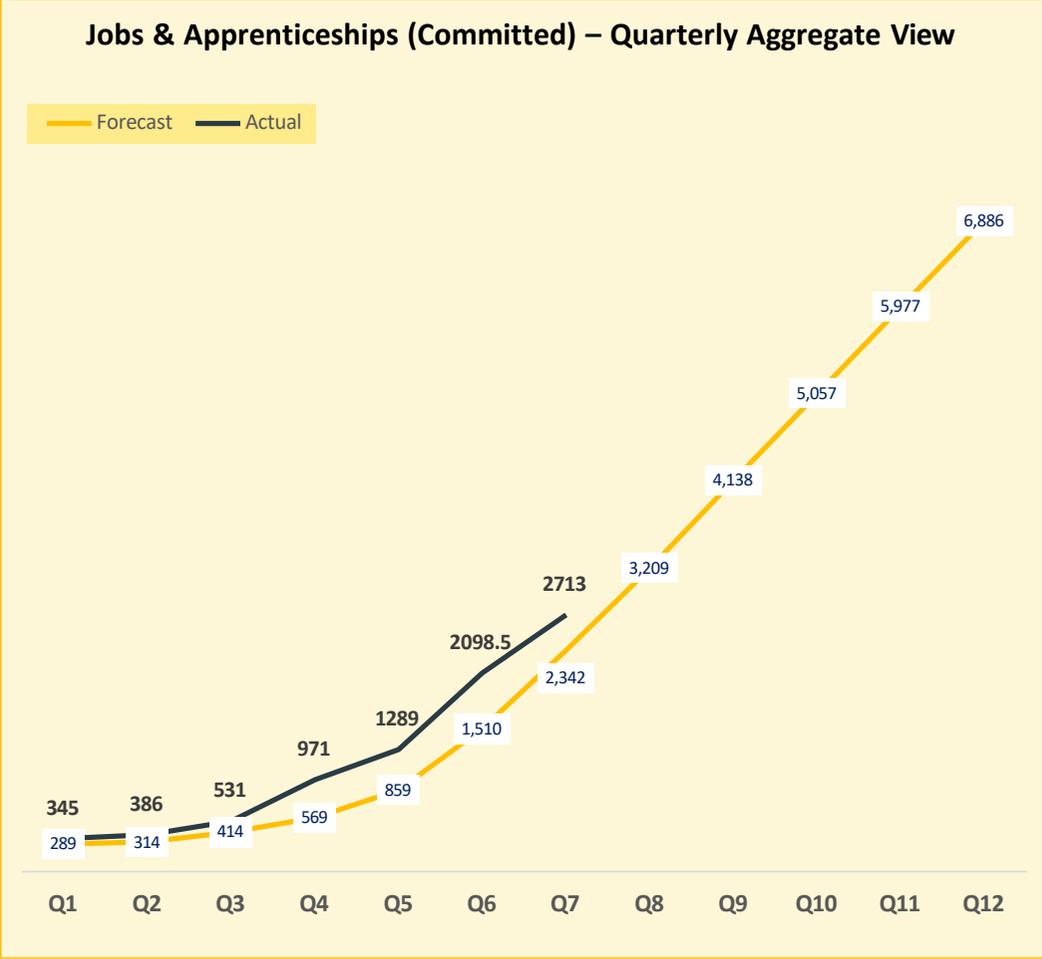
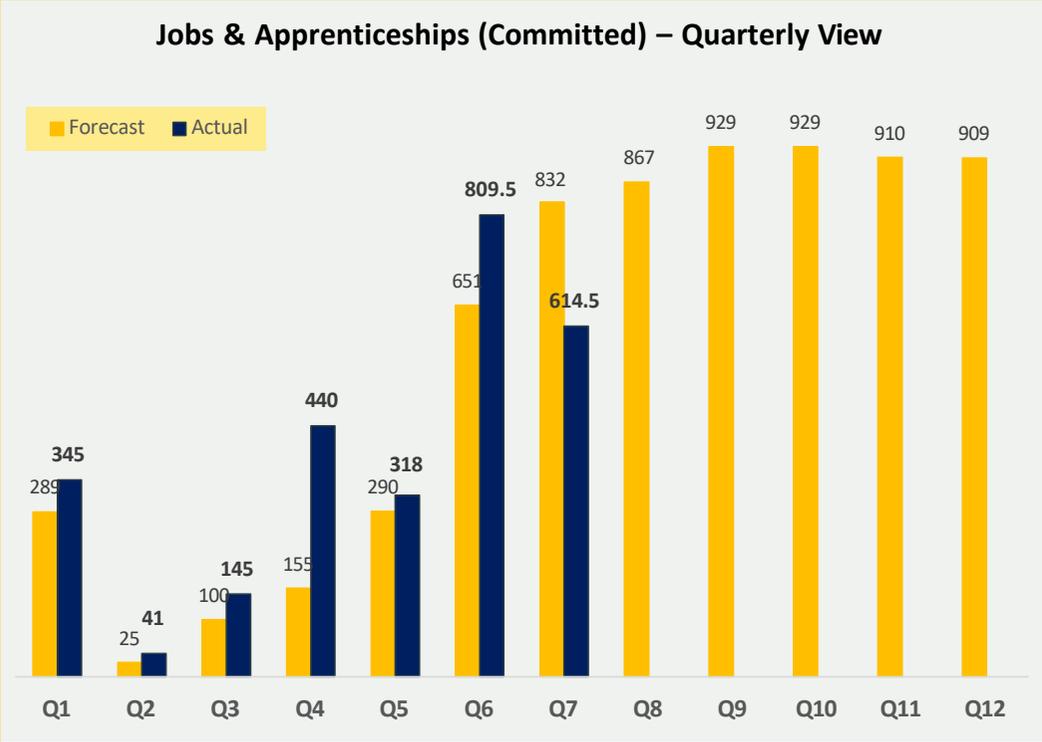
GLOSSARY

NOTE: this report may contain acronyms and abbreviations. The glossary below is intended to help readers understand them where they appear. Additionally, we use coloured arrows (red, amber, green) to indicate relative performance against the contracted indicators.

Acronym / Term	Definition
AML/KYC	Anti-Money Laundering / Know Your Customer – company checks made to build assurance
BEIS	Department for Business, Energy and Industrial Strategy – a UK Central Government entity
CEC	Careers and Enterprise Company – a contract serviced by GW for CPCA
CapEx	Capital Expenditure (items of capital value, or assets, on a company balance sheet)
CPCA	Cambridgeshire and Peterborough Combined Authority
CO23/R9	Metrics for the Skills Service under ESF (see below)
CPIER	Cambridgeshire and Peterborough Independent Economic Review
CRF	Community Renewal Fund
CRM	Customer Relationship Management - in this case the tool we all use is HubSpot
DIT	Department for International Trade – a UK Central Government entity
DIT-IST	DIT's Investment Services Team – outsourced function helping investors into the UK
DWP	Department for Work and Pensions – a UK Central Government entity
EOI	Expression of interest – an early stage in a process for identifying a potential beneficiary
Enrolments	A company being served by the Growth Coaching Service that is enrolled in a service delivery
ERDF	European Reconstruction and Development Fund
ESF	European Social Fund
ESIF	European Structural Investment Funds
FTE	Full Time Equivalent - standard unit of measure for staff deployed to deliver agreed activity
GC	Growth Coaching – one of the four service lines GW is delivering for CPCA
G&E	Grants & Equity – one of the four service lines GW is delivering for CPCA
GEG	Gateley Economic Growth Services – the legal entity delivering under the Growth Works brand

Acronym / Term	Definition
GHQ	Global Head Quarters
GVA	Gross Value Added – an economic impact calculation
GW	Growth Works – the market facing brand of Gateley Economic Growth Services
I.D.	A unique identifier reference to a particular case
IIS	Inward Investment Service – one of the four service lines GW is delivering for CPCA
LGF	Local Growth Funding
LIS	Local Industrial Strategy
MHCLG	Ministry of Housing, Communities and Local Government
P2P	Peer to Peer
PIV	Project Inception Visit - a process step in securing central government approval to disburse ESIF monies to beneficiaries
PMO	Programme Management Office
Q#	Quarter (a reporting period of three calendar months)
RAG	Red-Amber-Green - an evaluation method where green is positive, amber is neutral, and red is a cause for concern. We use metrics to assess RAG on the Performance Indicators as per the contract schedules on performance and reporting.
RAID Log	A management information tool for capturing, evaluating and managing Risks, Assumptions, Issues and Dependencies to delivery of contracted outcomes
SME	Small- and Medium-sized Enterprise
SPV	Special Purpose Vehicle
SS	Skills Service – one of the four service lines GW is delivering for CPCA
TDMI	Talent Development Maturity Index
TUPE	Transfer Undertakings for the Protection of Employees

Programme Director's Summary: Year-2, Quarter-7, September 2022 ...Jobs, Jobs, Apprenticeships!



NOTE: SME CapEx Grants Tranche-1: to 31st March 2022.
 As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31st March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439 from 497 to account for the 58 jobs that companies will not generate. A full list of the jobs position is at appendix.

Programme Director's Summary: Year-2, Quarter-7, September 2022 ...Jobs, Jobs, Apprenticeships!



Service Line	Year 1 Target	Year 2 Target	Year 3 Target	Total Programme Target	Year 1 Actual	Year 2 (01-Jan to 30-Sep)	Programme Actual (15-Feb-2021 to 30-Sep-2022)
Coaching	46	1,454	1,723	3,223	139	(+160) 934	1,073
Inward Investment	75	*263	*470	*808	**323	(0) 304	627
Skills: Apprenticeships	51	449	900	1,400	66	(+40) 200	266
Grants & Equity	397	474	584	1,455	439	(+10) 245	684
Total	569	2,640	3,677	6,886	967	(+210) 1,683	2,650

Service Line	Year 1 Target	Year 2 Target	Year 3 Target	Total Programme Target	Year 1 Actual	Year 2 (01-Jan to 30-Sep)	Programme Actual (15-Feb-2021 to 30-Sep-2022)
Skills: Jobs	20	130	200	350	4	(+42) 59	63

* The Inward Investment jobs target for the whole of contract has increased to 808 from 600, with year 2 moving from 175 to 263, and year 3 moving to 470 from 350

** The jobs total to date has increased net +4 in Year-1 (denoted by *) due to a June 2021 reported 'win' creating a larger commitment to jobs than originally thought.

NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

On 6th June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. We look forward to receiving the Growth Co feedback and once agreement is reached we will proceed with producing these views.

Programme Director's Summary: Year-2, Quarter-7, September 2022 – Dashboard

Dashboard Summary – Programme Outcome and Top Leading Indicators

Service Line / Whole of Programme View	Target Indicator	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual (to 30-Sep)	Current Quarter: Q7 – Target (01-Jul to 30-Sep)	Current Quarter: Q7 – Actual (01-Jul to 30-Sep)
All Service Lines – Outcome	Jobs committed (inc. Apprenticeships)	589	971	2,682	1,742	845	614.5
Top Leading Indicators - Growth Coaching	Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	737	1,558	1,254	438	253
	Businesses starting coaching assignments (Growth support following diagnostic)	193	216	481	225	131	72
Top Leading Indicators - Inward Investment	Inward investors receiving information, diagnostics, and brokerage support)	18	153	62	113	15	29
	Inward investor commitments to expand or for new investments	6	15	15	7	4	1
Top Outcome and Leading Indicator – Skills	Additional training / learning outcomes (excludes apprenticeships)	209	257	748	393	220	120
	CO23s / SME Engagement	11	34	114	51	30	13
Top Leading Indicators - Grants & Equity	Companies receiving grants	18	43	26	24	7	6
	Small Business Capital Growth Investment Equity (£000)	1,000	1,500	8,000	0	2,000	0



1. Growth Coaching and Growth Hub

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Jobs created (forecast / committed)	46	1454	1723	3223	139	934		1,073	106	*479.5	469	20.5	168	160	348.5	383
Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	1558	915	3305	**737	1,244		1,981	579	416	438	55	96	98	249	420
Businesses starting coaching journeys (enrolled in Growth Works)	154	385	466	1005	218	218		436	86	65	105	18	29	20	67	105
Businesses starting coaching assignments (Growth support following diagnostic)	193	481	331	1005	216	225		441	88	65	131	18	29	25	72	131
Businesses completing a coaching journey	44	327	634	1005	46	167		213	83	51	89	0	2	31	33	90
Business profiles matched (S/M/L in %)	67½% / 30% / 2½%	52½% / 36¼% / 11¼%	38¼% / 48¼% / 12½%	50% / 40% / 10%	57% / 35% / 8%	66% / 29% / 5%		63% / 31% / 6%	67% / 29% / 4%	66% / 28% / 6%	50% / 40% / 10%	64% / 30% / 6%	71% / 26% / 3%	64% / 27% / 9%	67% / 27% / 6%	40% / 45% / 15%
GVA generated (£ 000)	£0	33,000	70,000	103,000	TBD	TBD		TBD	TBD	TBD	9,000	TBD	TBD	TBD	TBD	15,000

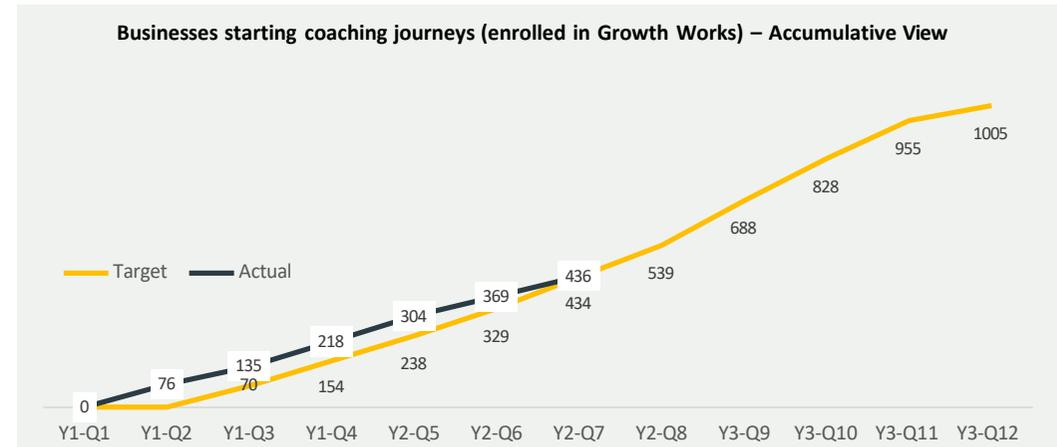
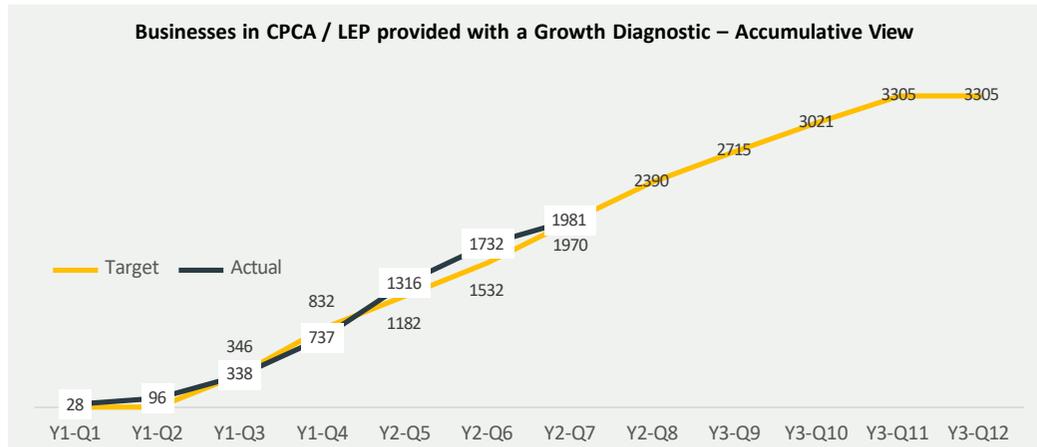
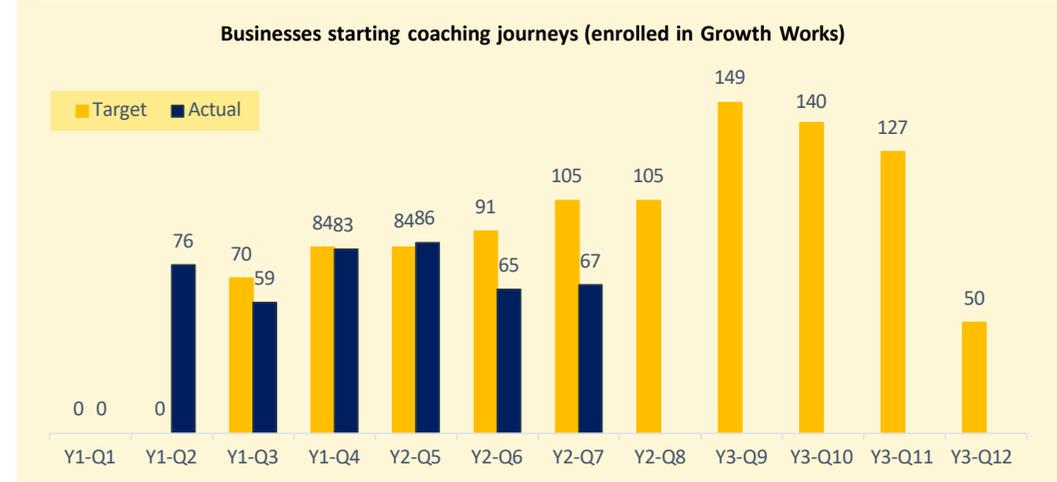
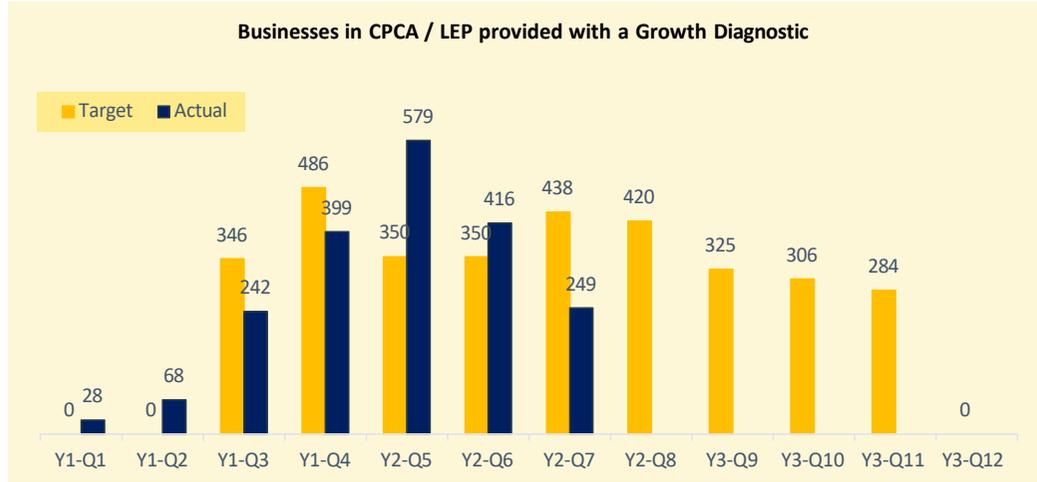
- Qualitative and delayed measurements (*in italics*) are reported separately with GVA recorded with relevant National Government department formulas provided at calendar year end.
- Jobs details are provided as a separate Microsoft Excel attachment to the month end report, as a data download from HubSpot, the Growth Works programme single source of truth.

* See note at appendix for insight on the jobs committed/forecast by beneficiaries of the Growth Coaching Service

** During the Fast Close process where data was pulled from actual performance at 17.00 on Thursday 16th December, we cleansed the diagnostics and removed 63 that we believed were not in scope. In the intervening gap between Fast Close and Year-2 commencing we deduced that 10 were removed in error. Therefore the Year-2 starting position is 737 and not 727 as reported on 17th December.

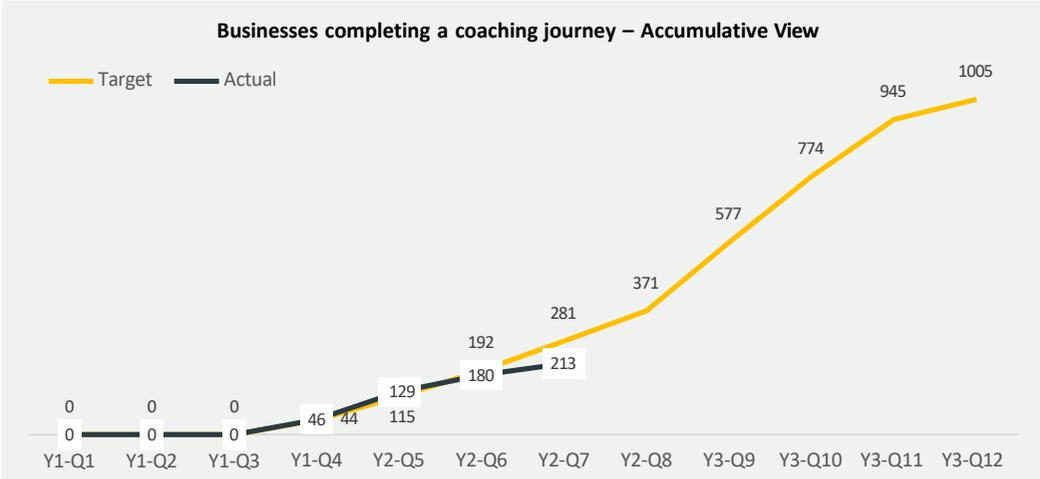
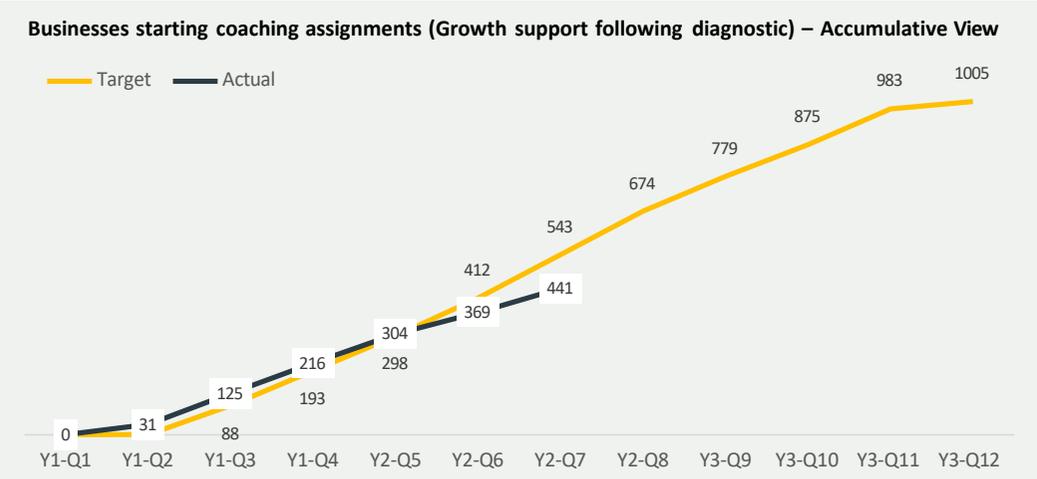
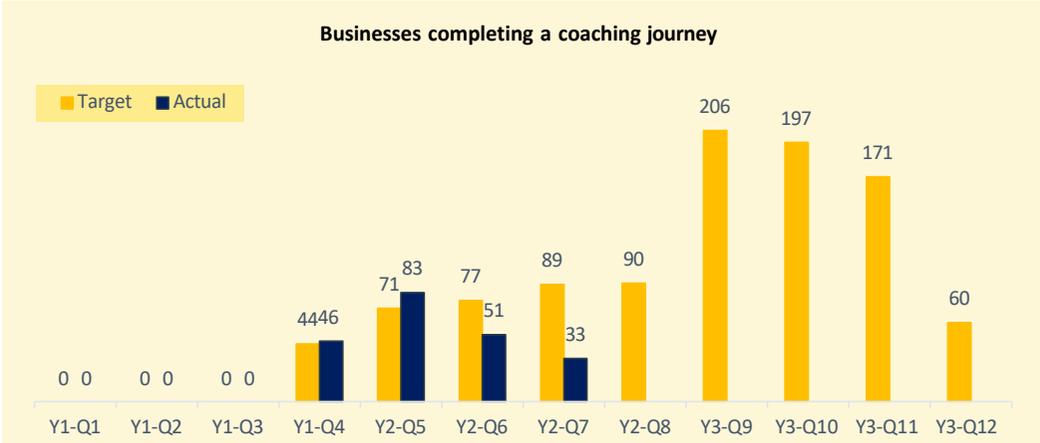
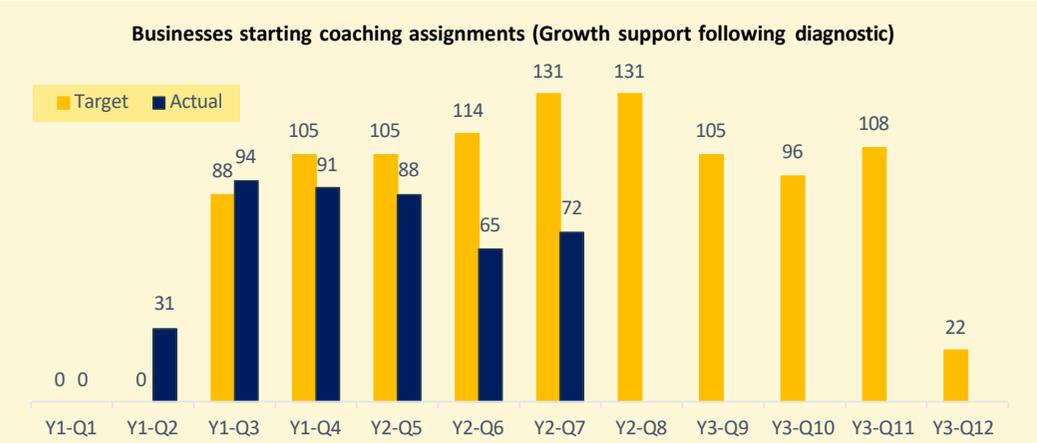
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022.



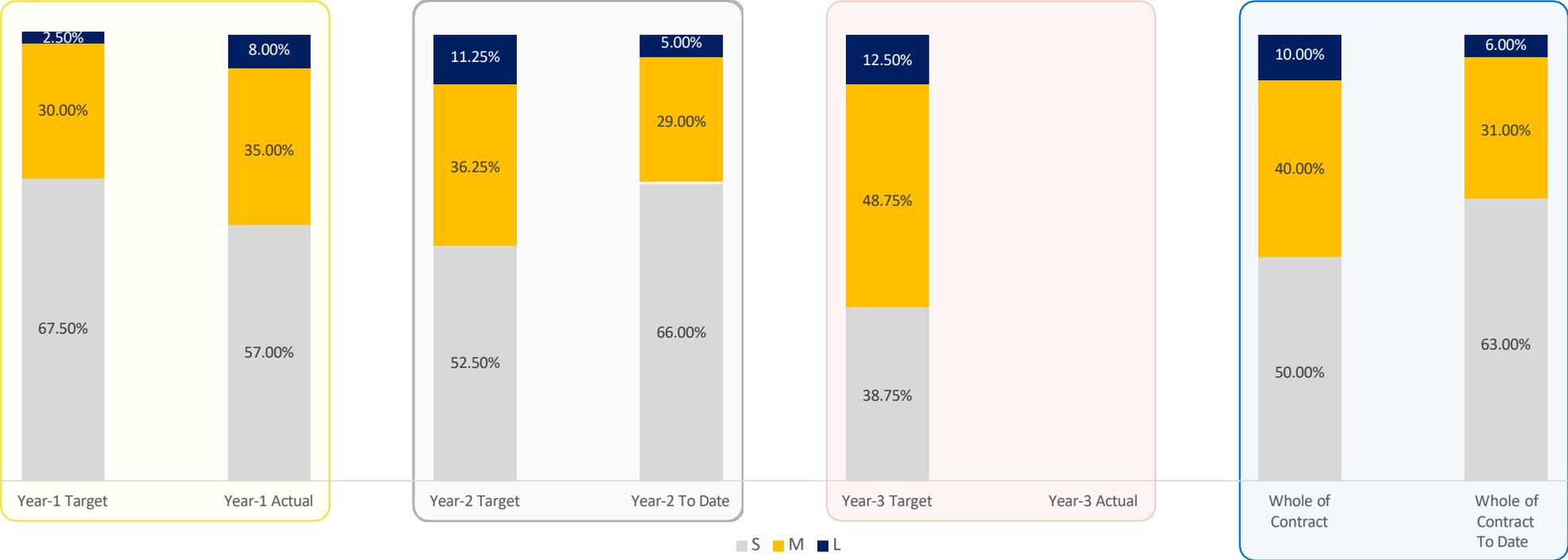
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022.



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022. This chart shows the size profile of businesses provided with a growth diagnostic.



The categories are defined as follows:

- S = companies with 3-9 employees
- M = companies with 10-49 employees
- L = companies with 50-250 employees

SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022. This view shows conversions to enrolments from diagnostics.

Conversions from Diagnostic to Enrolment.

Growth Coaching Targets: Diagnostics and Enrolments.

Over the three years of the contract, for every company enrolled, 3.3. diagnostics are needed. The conversion rate is calculated to show the whole contract period baseline.

Contract Period	Diagnostics	Enrolments	Conversion Rate
3 Years	3,305	1,005	3.3

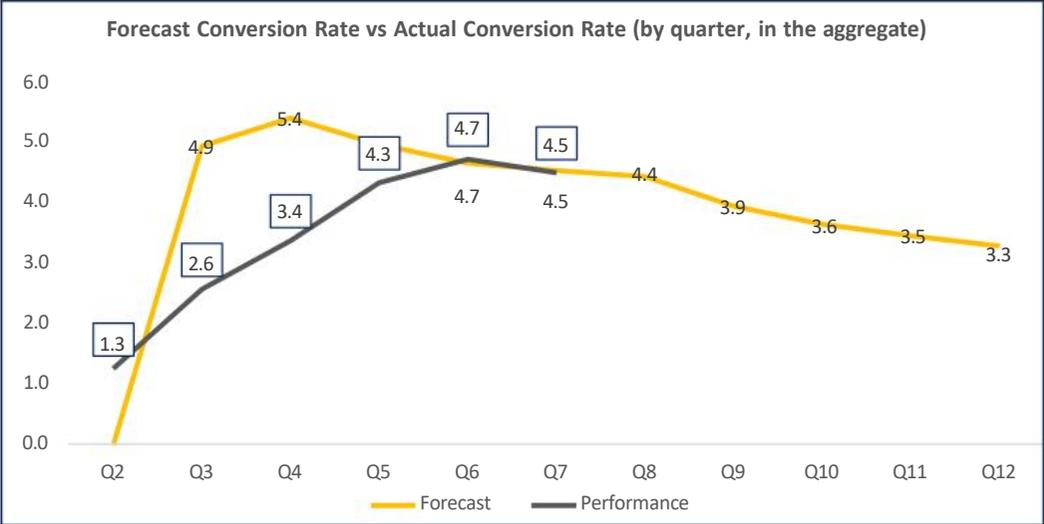
Table-1: highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

Forecast Quarter	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	0	346	832	1,182	1,532	1970	2390	2715	3021	3305	3305
Enrolments	0	70	154	238	329	434	539	688	828	955	1005
Conversion Rate	0.0	4.9	5.4	5.0	4.7	4.5	4.4	3.9	3.6	3.5	3.3

Table-2: highlights Growth Coaching performance for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show the actual conversion rate at the end of each quarter, based on reported performance (Q7 data to 31st July 2022).

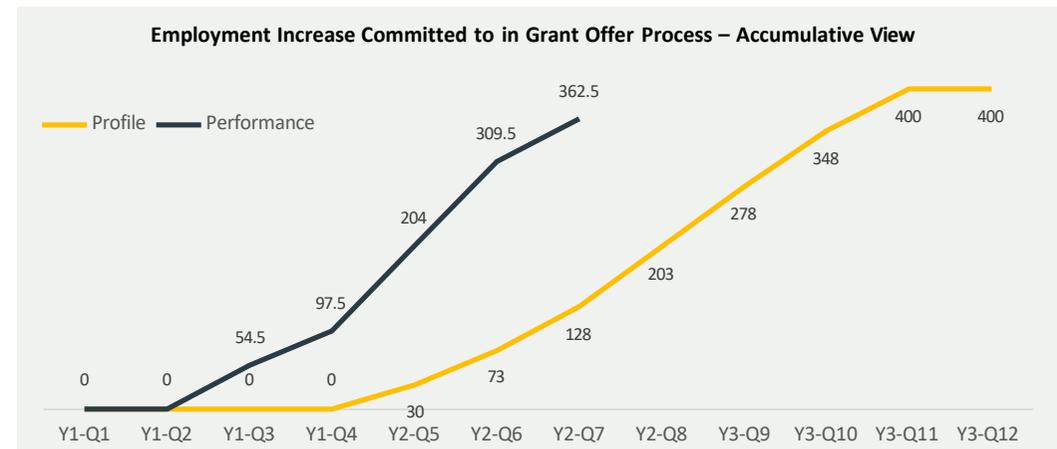
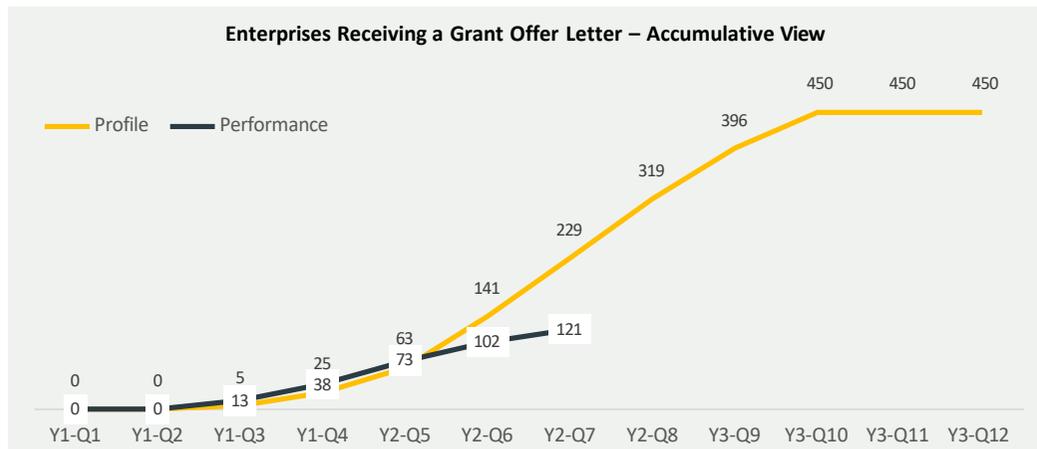
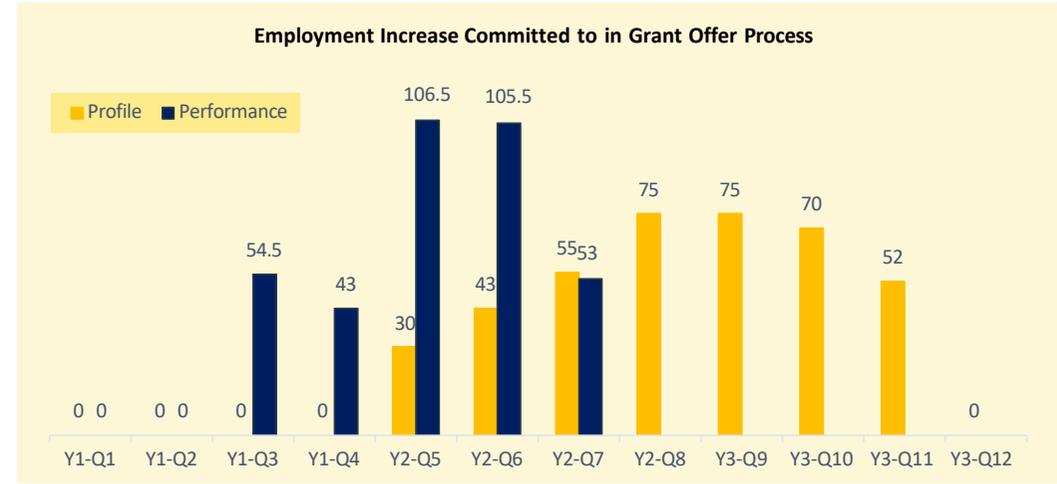
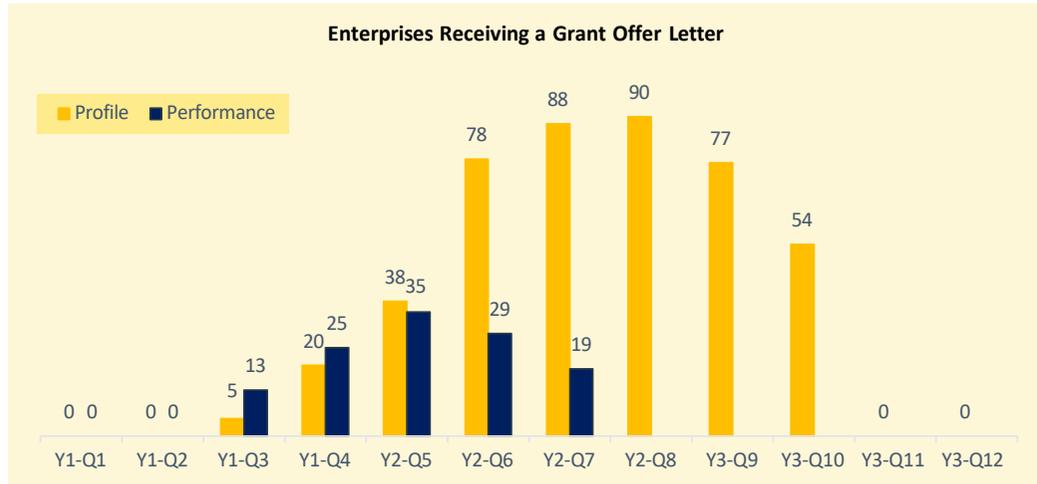
Performance to Date	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	96	348	737	1,318	1,738	1,981					
Enrolments	76	135	218	304	367	436					
Conversion Rate	1.3	2.6	3.4	4.3	4.7	4.5					

This line graph plots the Growth Coaching conversion rate – forecast vs performance. It highlights that the actual conversion rates achieved in Q2-Q5 were better than prediction. However, while performance to date at the end of Q6 is on target/forecast, the trend line suggests a direction of travel not aligned with the forecast, although Q7 data is incomplete.



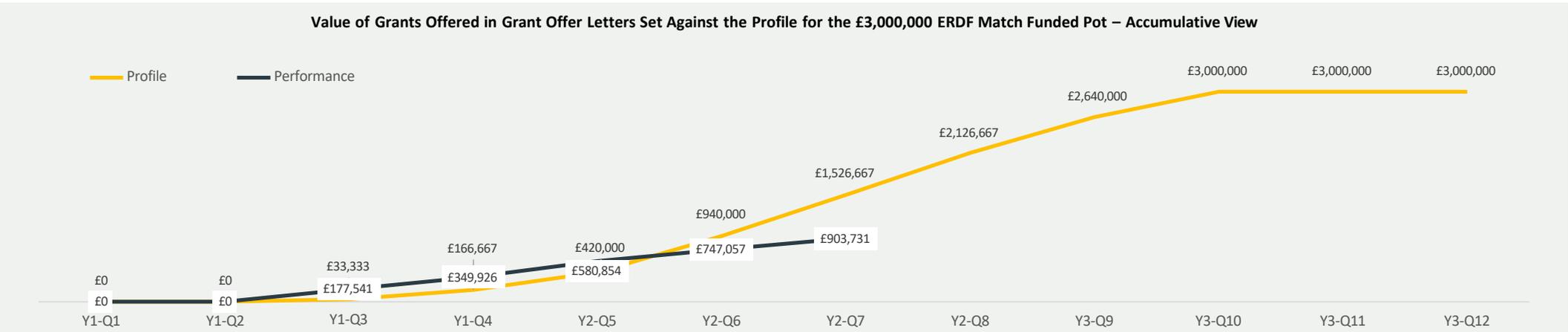
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

NOTE: Q7 data is to 30th September 2022.



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (2/2)

NOTE: Q7 data is to 30th September 2022.



SERVICE LINE PIPELINE VIEW: Growth Coaching Service

NOTE: the data illustrated is to 30th September 2022 and shows the totals for businesses within the CPCA / LEP area.

PIPELINE STAGE VIEW



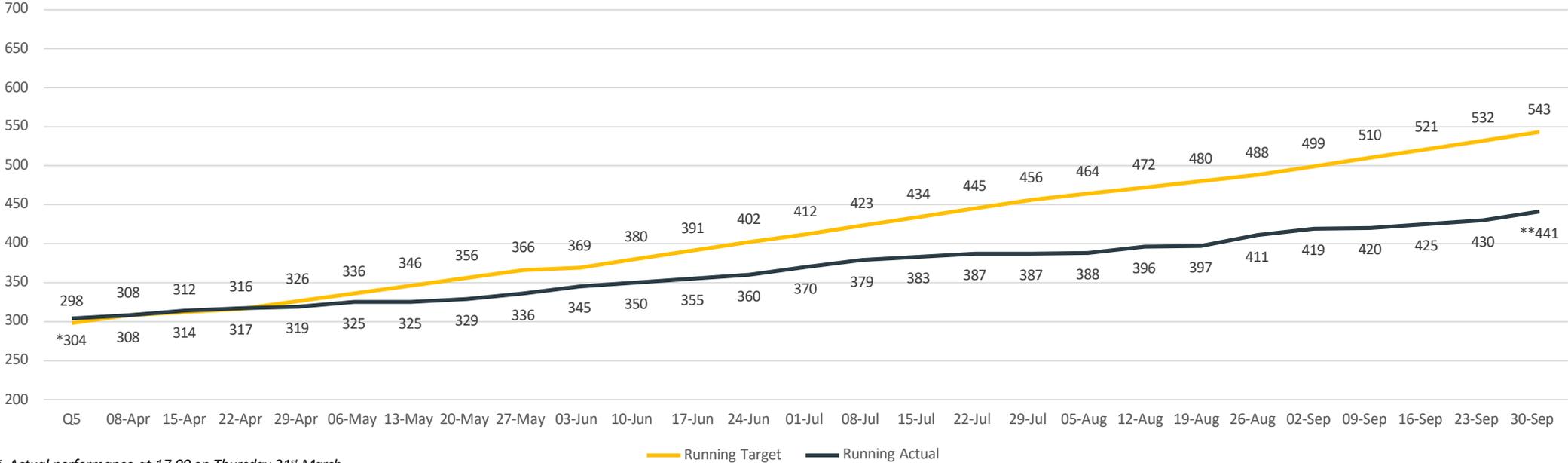
Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A • Awareness Raising • Marketing		
Leads	Evidenced connections with 8,062 mostly cold / unqualified businesses	8,062 SMEs Reached	1,872 this month	27,187 to date
Prospects	Marketing and qualification / diagnosis to 3,305 companies	3,305 SMEs Diagnosed	98 this month	1,981 to date
Pre-Sales	Enrollment into GetSet Accelerate	1,005 Enrolled	20 this month	436 to date
Sales	Client starts coaching journey	1,005 starts	25 this month	441 to date
Completion	Client completes coaching journey	1,005 completions	31 this month	213 to date

SERVICE LINE PIPELINE VIEW: Growth Coaching Service – Weekly ‘Started Coaching’ Tracker & Forecast

NOTE: Q7 data is to 30th September 2022.

Week Ending	Year-1	Q5	Q6 - 2022 (Target 105)													Q7 - 2022 (Target 105)												
	(to 16 Dec'21)	(to 31 Mar'22)	08-Apr	15-Apr	22-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug	02-Sep	09-Sep	16-Sep	23-Sep	30-Sep
Targets	193	298	10	4	4	10	10	10	10	10	3	11	11	11	10	11	11	11	11	8	8	8	8	11	11	11	11	11
Actuals	216	*304	4	6	3	2	6	0	4	7	9	5	5	5	10	9	4	4	0	1	8	1	14	8	1	5	5	**11

STARTED COACHING: Running Target vs Running Actuals



* Actual performance at 17.00 on Thursday 31st March
 **Actual performance at 17.00 on Friday 30th September

SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

Business challenges cited by companies on their diagnostic forms. Data shown is to 31st August 2022 as total to date. (New additions for the month 1st to 30th September in brackets).



Businesses completing a Diagnostic form are asked to give their reasons or business challenges / concerns for engaging with Growth Works with Coaching.

The table opposite lists the reasons and the number of recorded entries against each (where a company may record more than one reason). There are 5,244 in total, an increase of 250 entries in the month 1st to 30th September.

- Green bars indicate people and talent challenges. These make up 26.0% of entries.
- Grey bars indicate operational and infrastructure efficiency and effectiveness challenges. These make up 21.3% of entries.
- Purple bars indicate growth specific challenges. These make up 32.0% of the entries.
- The brown bar indicates finance as a challenge. This makes up 16.1% of entries
- Others (blue bar) make up 4.6% of entries.

SERVICE LINE VIEW: Growth Coaching Service – Business Challenges by Geography

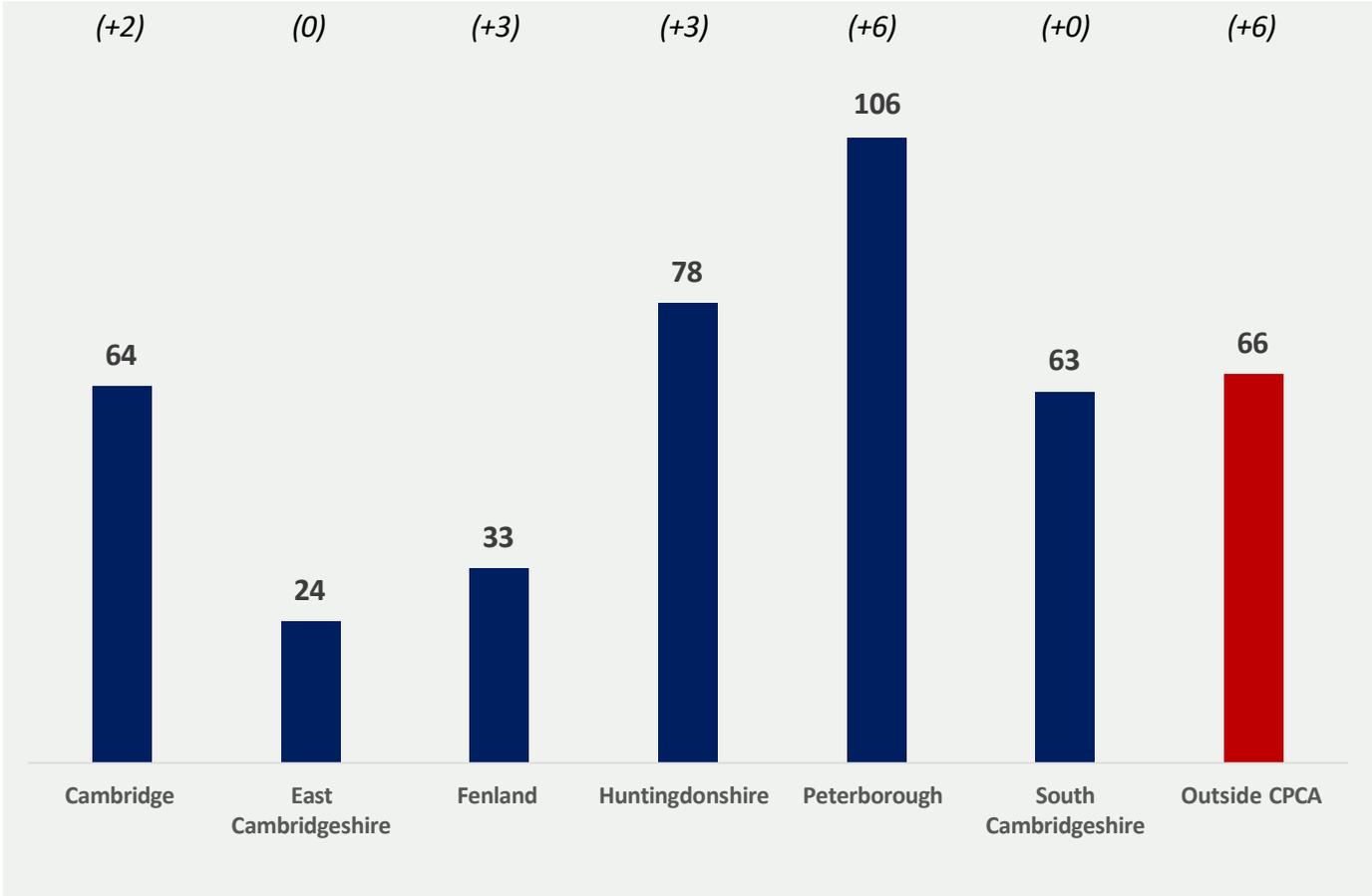
Business challenges cited by companies on their diagnostic forms, for businesses in the six CPCA partner areas. Data shown is to 30th September 2022 as total to date. The coloured bar coding is the same used on the previous page. A total of 4,155 challenges out of a total of 4,994 recorded, are attributed to businesses within the six CPCA partner areas.

Challenge	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC
Need growth finance	108	52	55	157	176	127
Need to find the right new people	100	47	55	160	188	131
Need to improve skills deficits in current team	33	20	20	66	75	30
Need more effective people development strategy	24	7	10	35	51	30
Need new equipment	52	40	50	115	119	60
Need bigger premises	44	28	24	57	55	35
Need to improve productivity	30	19	19	60	63	29
Need more effective marketing	70	21	29	135	172	95
Need more effective sales	50	15	22	70	100	73
Need more effective growth strategy	51	17	26	86	99	61
Need more effective leadership and management	19	13	4	28	45	14
Other	27	10	15	55	46	31

TOTAL BY GEOGRAPHY	608	289	329	1,024	1,189	716
Variance from previous month	(+36)	(+2)	(+24)	(+33)	(+68)	(+24)

SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by CPCA district. Data shown is to 30th September 2022 as total to date.



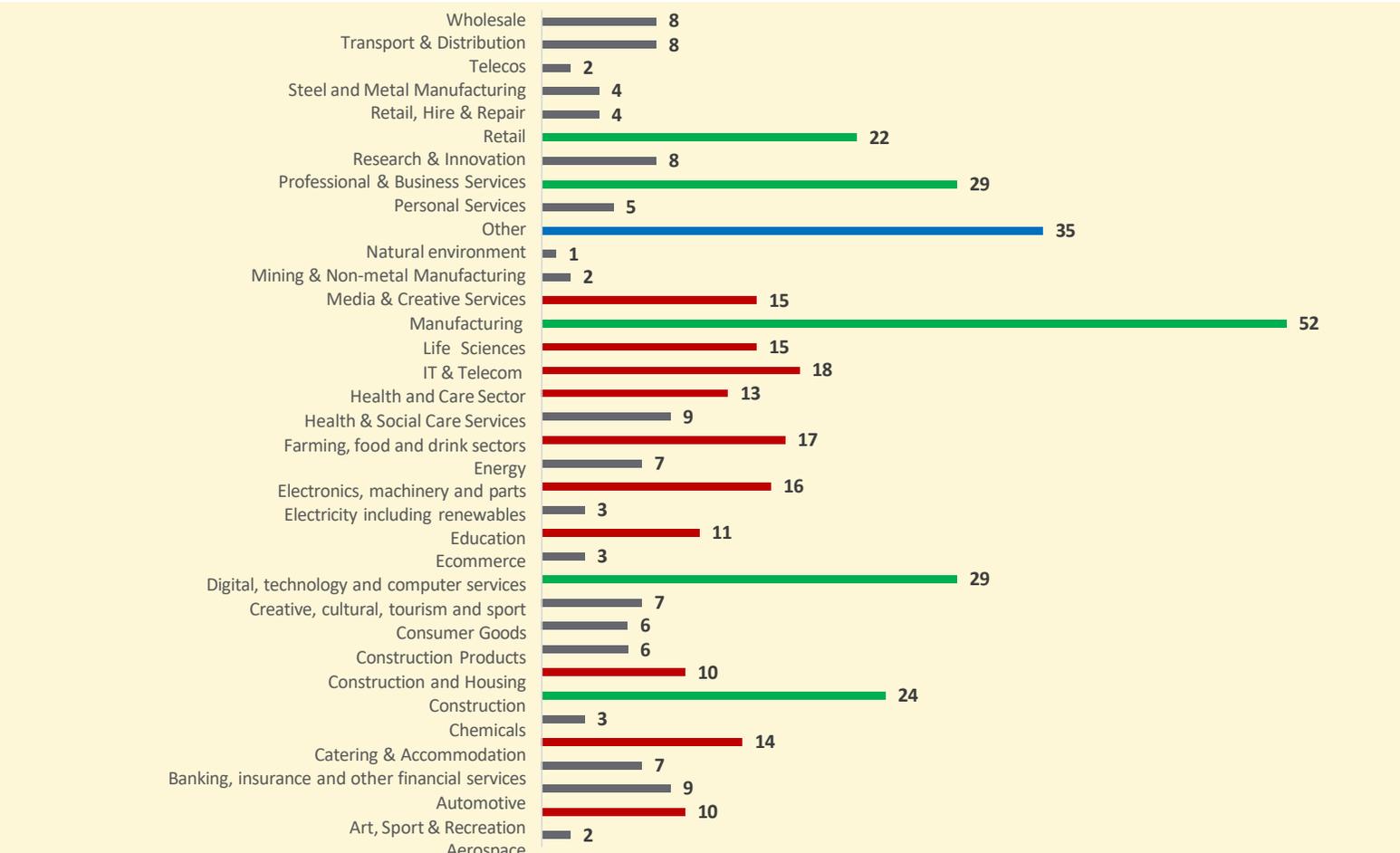
District	Count	Share
Cambridge	64	14.7%
East Cambridgeshire	24	5.5%
Fenland	33	7.6%
Huntingdonshire	78	18.0%
Peterborough	106	24.4%
South Cambridgeshire	63	14.5%
Outside CPCA	66	15.2%
Total	434	100.0%

At 30th September 2022 a total of 434 companies had started their coaching journeys through enrolment in Growth Coaching. The table above and chart opposite lists the number of companies by CPCA district.

Kings Lynn and West Norfolk	6
North Hertfordshire	1
Rutland	10
South Holland	4
South Kesteven	27
Uttlesford	5
West Suffolk	11
Out of CPCA/LEP area	2

SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by sector. Data shown is to 30th September 2022.



At 30th September 2022 a total of 434 companies had started their coaching journeys through enrolment in Growth Coaching.

The table opposite lists the number of companies by sector.

- Green bars indicate sectors with twenty or more companies.
- Brown bars indicate sectors with between ten and nineteen companies.
- Grey bars indicate sectors with between one and nine companies.
- The Blue bar indicates 'other'.

SERVICE LINE REPORTING: Growth Coaching Service

Community Renewal Fund Pilot – Update on “Start & Grow”, with data to 30th September 2022

CRF Headline: the grant pot size is £2.48m. Of this, by close of business 30th September 2022, £1.34m has been defrayed and there is an estimated value of up to £1.1m in the engaged pipeline.

Please see Start & Grow Monitoring Form, dated 30 September 2022 for full details.

Core Team

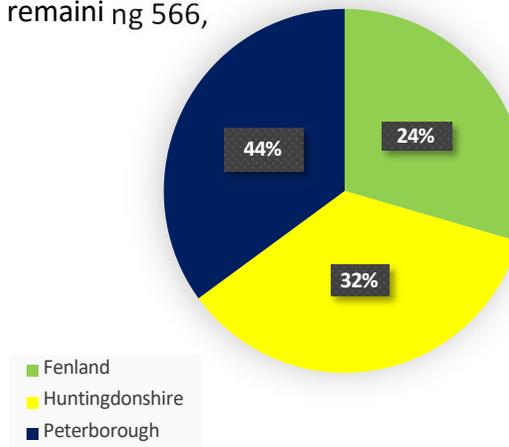
- The core team is in place: 1x Programme Director, 1x Business Advisor, and 1x Grant Administrator (as reported previously, this team was up and running 14th February).

Demand Generation

- 720 expressions of interest, of which 100 Expired, 46 were ‘Withdrawn by Applicant’ and 8 were declined. Of the remaining 566, 305 are from micro-businesses and 261 from pre-starts.

They are split across the three DCs:

- Peterborough City Council – 249 (44%)
- Huntingdonshire District Council – 179 (32%)
- Fenland District Council – 138 (24%)
- Work with JCP paying off - 40% (229) of all referrals from Fenland, Peterborough, and Hunts JCP’s
- 78% (440) have engaged in introductory workshop
- 49% (276) have attended all workshops



Community Renewal Fund Pilot – “Start & Grow”

- Total Contract Value - £3.86m
- £1.38m match from ARG / SMEC:
 - Peterborough City Council - £400,000
 - Huntingdonshire District Council - £200,000
 - Fenland District Council - £200,000
 - SME Contribution - £586,000

“Start” Strand	“Grow” Strand
<ul style="list-style-type: none"> 224 individuals supported 103 new business starts 103 grants @ 90% 	<ul style="list-style-type: none"> 293 SMEs supported (less than 3 years trading / less than 3 employees) 161 grants @ 80%

- Maximum grants £30k either strand
- Mobilisation and contract discussions underway ready for January delivery (until the end of June).



2. Inward Investment

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q7 data is to 30th September 2022.

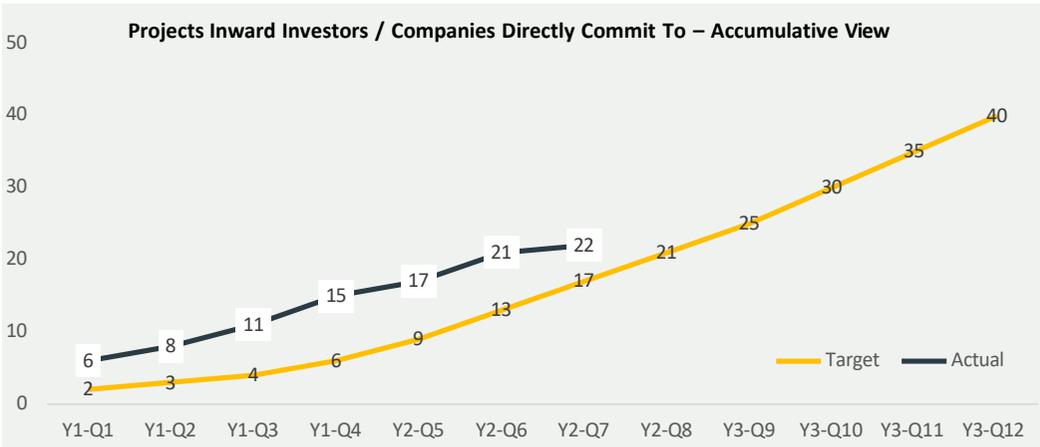
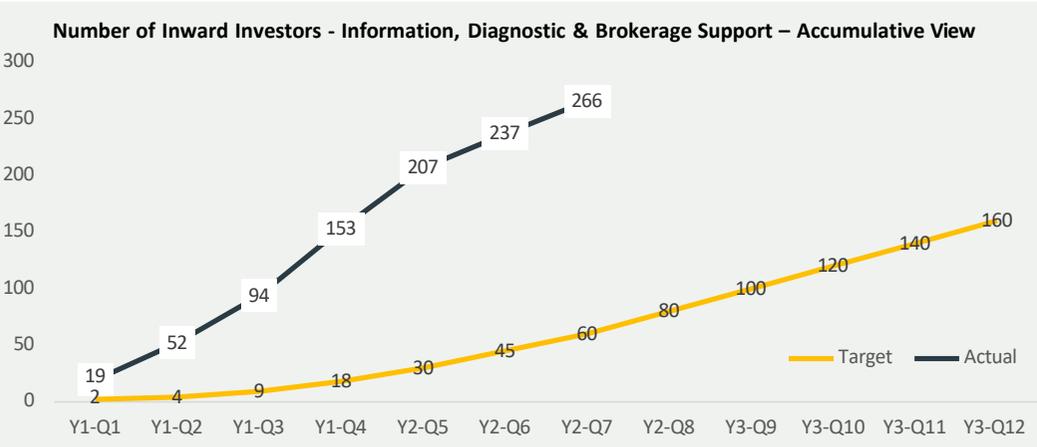
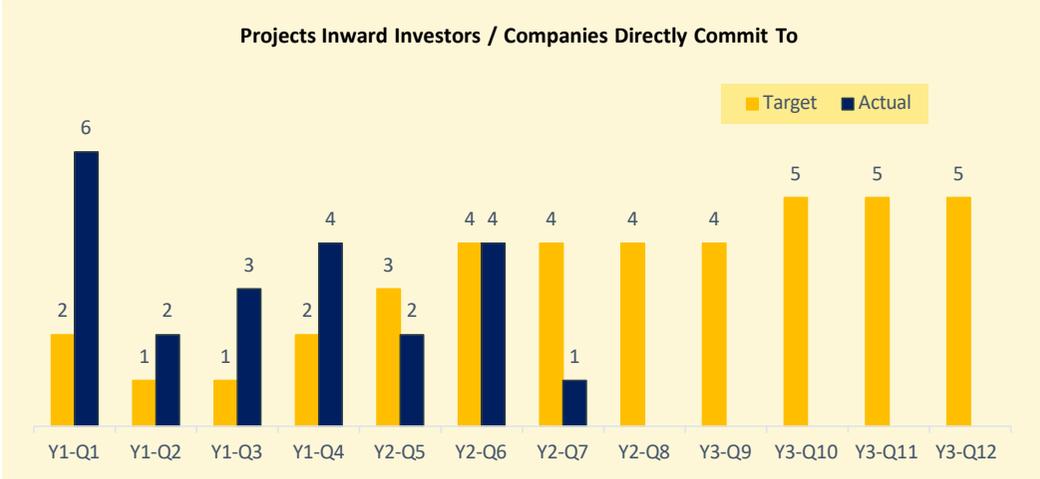
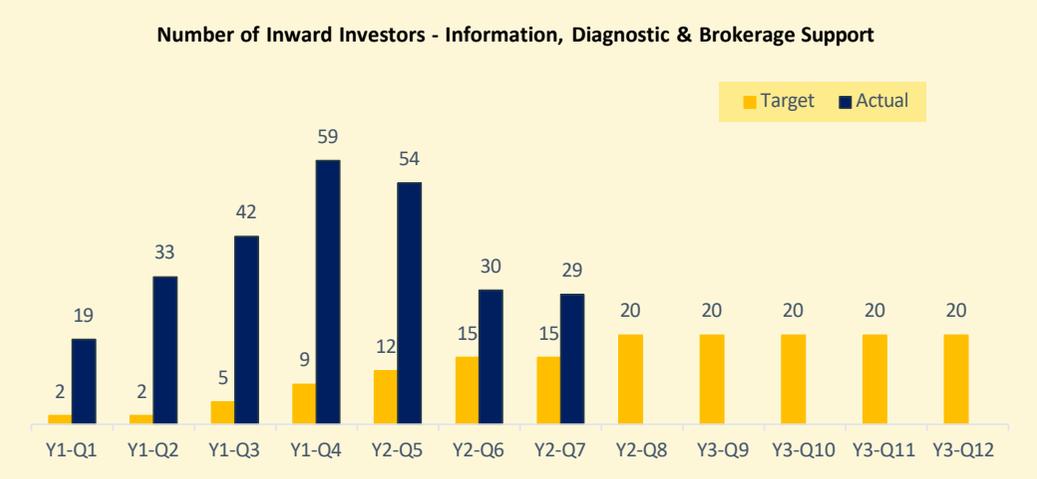
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Jobs created (forecast / committed)	75	263	470	808	*323	304		627	18	**166	67	0	120	0	120	77
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	153	113		*266	54	30	15	7	14	8	29	20
Inward investor commitments to expand or for new investments	6	15	19	40	15	7		22	2	4	4	0	1	0	1	4

NOTES:

- Following a successful completion to the CCN process reallocating £400,000 of LGF monies, as well as the earlier CCN pivoting £80,000 of Innovation and Relocation Grant monies, the jobs total for the Inwards Investment Service will increase in total from 600 over three years to 808.
- The jobs total to date has increased net +4 in Year-1 (denoted by *) due to a June 2021 reported 'win' creating more jobs than originally thought
- Jobs created (committed) in April were as follows: two wins (Quibim - 10 jobs, Stemcell Technologies – 6 jobs) plus 10 additional jobs for the Tumeric Company that landed in Fenland earlier this year. The (**) denotes that the number given accounts for all three of the companies
- Inward Investors receiving information pipeline adds up to 274 companies – 266 shown, denoted by the (+). Of the other 8 companies, 1 is a target not yet approached, 4 abandoned as not FDI/IIS, and 3 'closed out – lost' as the engagement did not progress.

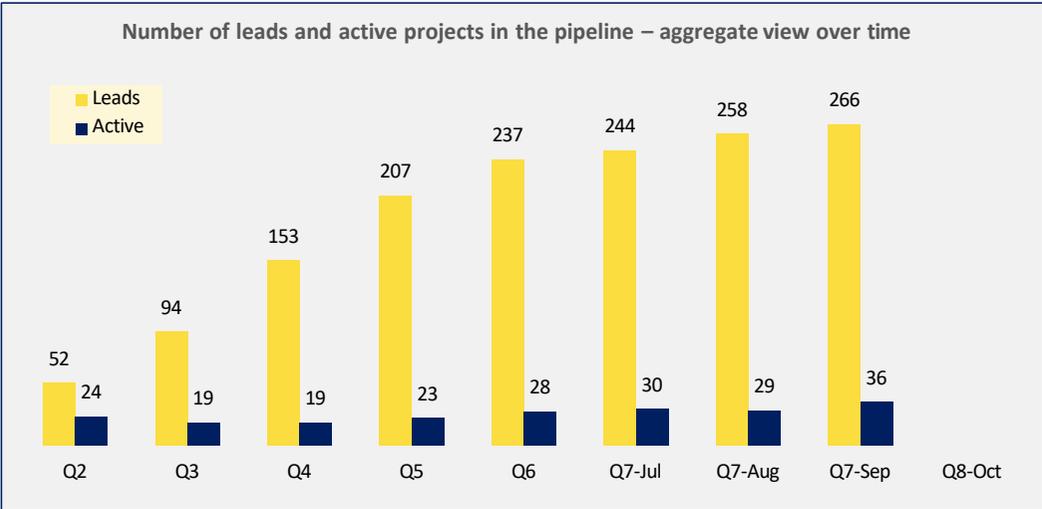
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q7 data is to 30th September 2022.



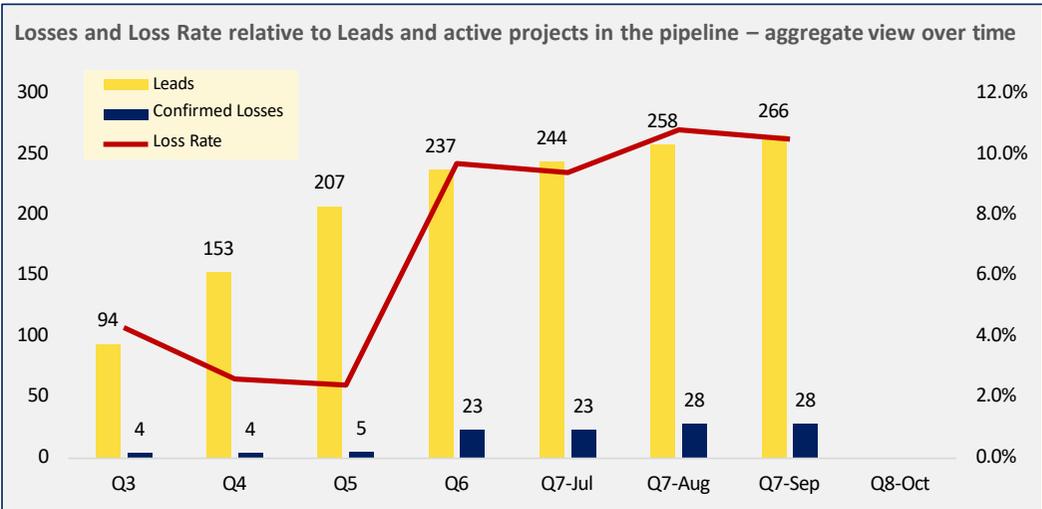
SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

NOTE: The ability to pursue leads and convert them into active projects, where an investor considers a location in the patch as a strong contender to be their destination, is critical to securing the job creating investment successes the team.



As the pipeline has grown, with more ‘new leads’ to serve, the ability of the team to dedicate time in pursuit of existing leads in order to convert them into active projects, diminishes. The table below shows the number of active projects as a total of the leads generated since the programme commenced, at specific moments in time.

Aggregate position at end of contract period	Q2	Q3	Q4	Q5	Q6	Q7-Jul	Q7-Aug	Q7-Sep	Q8-Oct
Actives (% of Leads)	46.2%	20.2%	12.4%	11.1%	11.8%	12.3%	11.2%	13.5%	

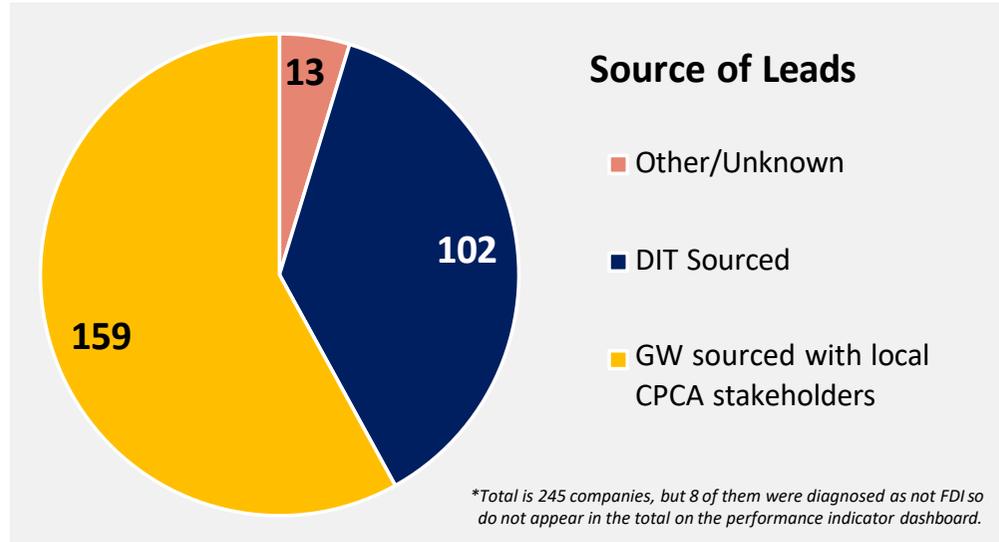


Building *Locate Cambridge* brand equity has positively impacted lead generation. However, capacity limits prior to the completion of the CCN reallocating LGF funds meant not every lead generated could be actively pursued, so choices and trade offs had to be made, which resulted in a higher loss rate. The table below shows the number of losses as a percentage of leads since programme start, at specific moments in time since programme start.

Aggregate position at end of contract period	Q2	Q3	Q4	Q5	Q6	Q7-Jul	Q7-Aug	Q7-Sep	Q8-Oct
Losses (% of Leads)	3.8%	4.3%	2.6%	2.4%	9.7%	9.4%	10.8%	10.5%	

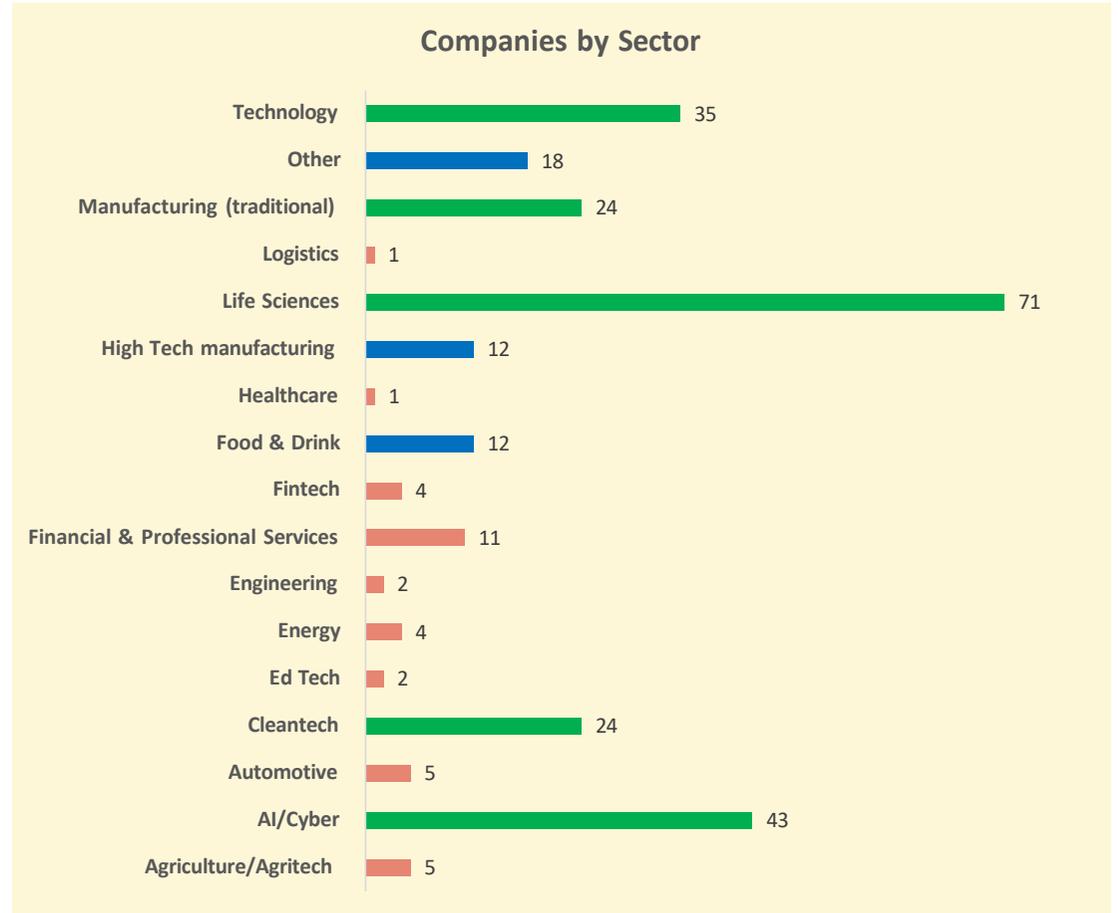
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: Q7 data is to 30th September 2022.



GW/CPCA/Local Partner Channel	Number
Competition	56
Commercial Partner	24
CPCA	10
Growth Works Sourced	55
External Event	9
Direct	4
Huntingdonshire District Council	1

- The data shows for every DIT inbound lead, Growth Works sources just over 1.5 leads through its own efforts. It was over 2:1 at the start of 2022.
- Life Sciences, AI/Cyber, Tech and Cleantech companies account for over 63% of leads.



SERVICE LINE VIEW: Inward Investment Service – locations of FDI successes

NOTE: Q7 data is to 30th September 2022.

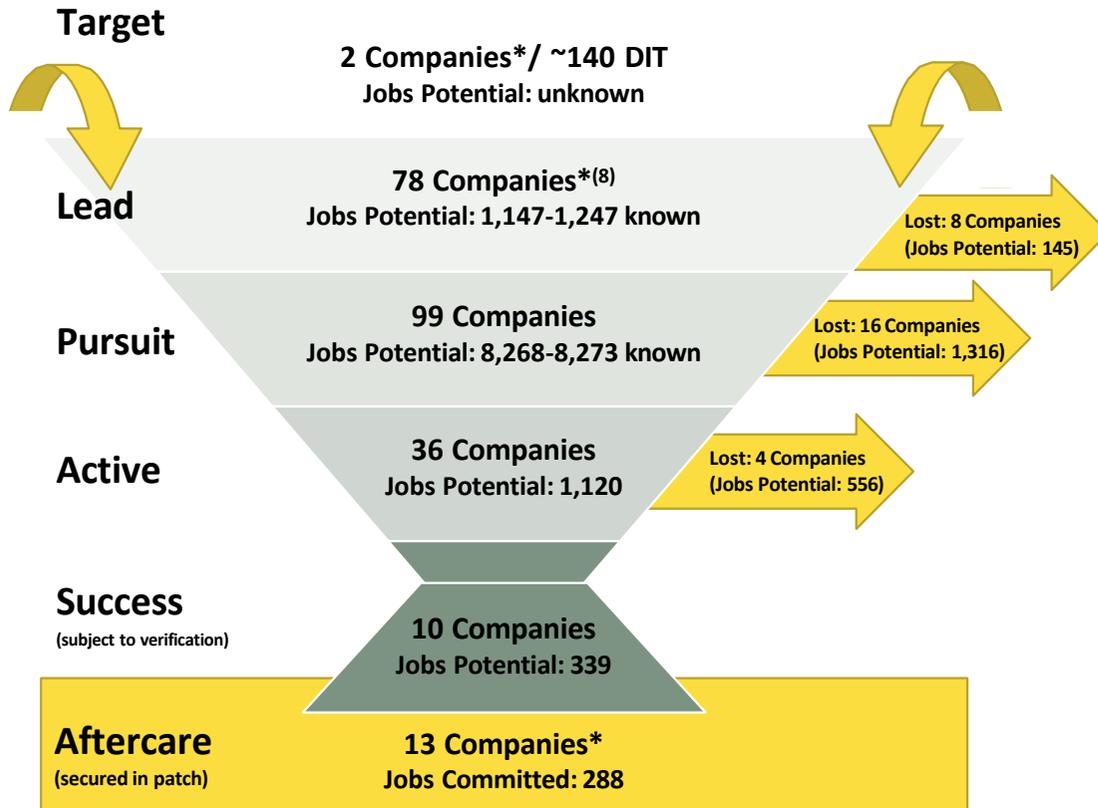
District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	6	304 (+5 Grants*)	<ul style="list-style-type: none"> • Financial Services • Life Sciences x2 • Technology x2 • Food & Drink 	<ul style="list-style-type: none"> • Netherlands • Netherlands, South Korea • Germany, USA • Turkey
Peterborough	5	20 (+27 Grants*)	<ul style="list-style-type: none"> • AI/Cyber • Financial Services x2 • Manufacturing (traditional) x2 	<ul style="list-style-type: none"> • New Zealand • Canada x2 • Canada, UK inbound
Huntingdonshire	1	7	<ul style="list-style-type: none"> • Life Sciences 	<ul style="list-style-type: none"> • Argentina
East Cambridgeshire	2	205	<ul style="list-style-type: none"> • Food & Drink • High Tech Manufacturing 	<ul style="list-style-type: none"> • Japan • UK inbound
South Cambridgeshire	6	55 (+13 Grants*)	<ul style="list-style-type: none"> • AI/Cyber • Engineering • Life Sciences x3 • Technology 	<ul style="list-style-type: none"> • Australia • UK inbound • Canada, Spain, Turkey • Netherlands
Fenland	1	18 (+12 Grants*)	<ul style="list-style-type: none"> • Food & Drink 	<ul style="list-style-type: none"> • UK inbound
Outside CPCA, In LEP	1	18	<ul style="list-style-type: none"> • Life Sciences 	<ul style="list-style-type: none"> • UK inbound
Total	22	627 (+57 Grants)		

*Jobs created numbers reported here as IIS jobs do not include Grants jobs, which are in brackets to the side: jobs that have been generated through IIS delivery efforts to land an investor but where we have connected them to colleagues in the Grants Service – so that should the company qualify for support, the additionality offered by the Grants Service helps to secure the IIS ‘win’ – are not counted by us. We show them here so that Combined Authority colleagues can see that a) we do not double count, and b) we work across service lines to achieve a greater impact for CPCA.

SERVICE LINE PIPELINE VIEW: Inward Investment Service

NOTE: the data illustrated is to 30th September 2022.

PIPELINE STAGE VIEW



PIPELINE	
Stage	Notes
Target	2 companies: one to be actively engaged.
Lead	Jobs potential on 69 of these is currently unknown. In addition, there are eight shown here as *(8): <ul style="list-style-type: none"> • 4 served but later qualified out as FDI clients (Better Origin, Paxford Composites, Flusso, TWI) • 4 abandoned early (Fast Despatch, Environmental Science Group, My Transylvania, Viva Arts)
Pursuit	Jobs potential on 42 of these is currently unknown, while the jobs potential on the top thirteen (13) of the other 57 is 6,701, as follows: DIT Historical Leisure Park (2,500), Confidential Modern Methods of Construction Manufacturing Centre (1,000), Herald Hotels (750), iDesignLab (300), DIT Confidential Project 1 (Indian Fashion – 300) and Project 2 (Swedish Tech – 300) Converting Technologies (261), Weert (250), Confidential DIT Food Manufacturing Company (240), and the next four (4) are 200 jobs each – Amplinno, Enteruptors, Hong Leong Manufacturing Group, and The Serum Institute.
Active	Jobs potential on the top three (3) of these account for over 57% of the total, as follows: Rockwool (225), Paragraf (200), and Leadzen (100).
Success	No wins this month, following Getir (120 jobs) last month. All jobs are still reported as potential until such time as they land in patch on a payroll. Twelve (12) wins reported have now moved into aftercare.
Aftercare	When companies have landed and set up successfully in patch they will be account managed through the IIS aftercare process – 1 company (Mibin*) is being supported but not claimed as a ‘win’ because it landed through DIT (3 jobs) whilst still having been supported by the Growth Works IIS Managing Director.



3. Skills

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q7 data is to 30th September 2022.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Apprenticeships created	51	449	900	1400	66	200		266	75	60	125	5	20	40	65	149
Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1705	257	393		650	166	107	220	35	44	41	120	165
CO23s/ SME Engagement	11	114	151	276	34	51		85	25	13	30	5	4	4	13	35
R9s (CO23 action plans completed)	3	75	129	207	9	26		35	11	6	25	3	1	5	9	30

Skills Update:

- In September we have seen another month-on-month improvement in the figures achieved for both Apprenticeships, Learning Outcomes, and R9s. This was anticipated as new processes, structure, and fully resourced team expands our reach and outcomes.
- We continue to make in-roads with the KAM target businesses. We have held initial and secondary meetings in September, with more anticipated in October. We have obtained outcomes from KAM customers following conversations over recent months.
- Business and Skills Relationship managers are continuing to utilise both Growth Coaching Diagnostic Data and Referrals, with a revised approach planned for October.
- Team meetings have included focus on Marketing and Events Attendance.
- We are starting to introduce guest speaking slots into our team meetings, including sessions in September regarding the latest round of Bootcamps, Regions of Learning and Digital Badges.

NOTE: Pipeline Building in Q8

GWwS is targeting 32,000+ stakeholders, all in key decision-making roles, in a Q8 LinkedIn district level awareness campaign. GWwS has adopted a phased approach, building audience figures and using insight to create data driven campaigns. Phase 1 launched in the market on 29th September.

Target numbers of stakeholders have been identified in each DC and in key sectors so that messaging can be nuanced to be relevant to specific audiences. See Section 6 of this report for more details.

NOTE: Apprenticeships

GWwS is measured on apprenticeship starts above a baseline across the patch. The numbers shown here reflect apprenticeship starts where GWwS have had a direct touchpoint / impact on the decision to create an apprenticeship. Baseline data from CPCA, with which GWwS and PMO can calculate apprenticeship starts, is due at the end of July 2022.

SERVICE LINE REPORTING: Skills Service – ESF KPIs

NOTE: Q7 data is to 30th September 2022.

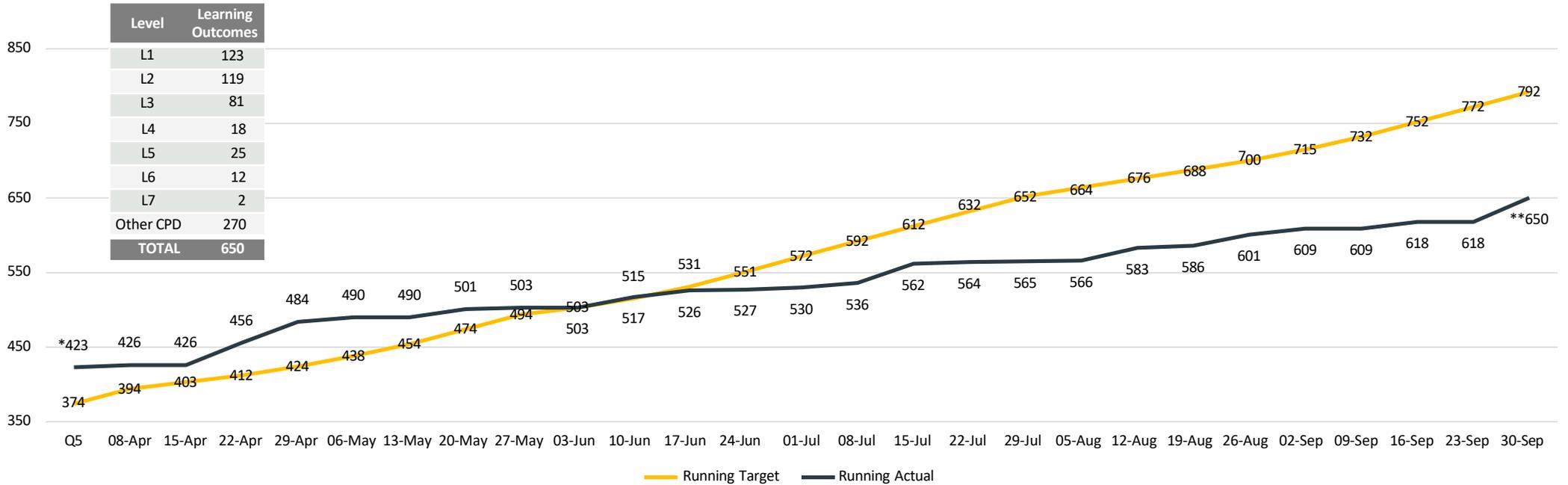
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
CO23s / SME Engagement	11	114	151	276	34	51		85	25	13	30	5	4	4	13	35
R9s (CO23 action plans completed)	3	75	129	207	9	26		35	11	6	25	3	1	5	9	30

- At the time of reporting, four CO23 (Elements Training, Faux Creation, EML Electrical, NFamily Club) and two R9 (Twisters, Zitko) were awaiting the final client signature so could not be included in the numbers shown.
- We are progressing with our automated customer journey option that links platform activity with Hubspot. This will support when we have significant numbers, allowing us to monitor activity, trigger supportive communications and offer direct support if required. Current expectation is it will be live by mid-October.
- We have had 12 new registration on the platform.
- 38 communications sent to new and warm leads utilising the Growth Coaching data.
- We have further supported staff to use CRM / HubSpot automation to help build and track portfolios and pipelines.
- We are implementing a revised approach with coaching diagnostic leads with an email & phone call combination for key customer groups.

SERVICE LINE VIEW: Skills Service – Learning Outcomes Weekly Tracker and Performance

NOTE: Q7 data is to 30th September 2022. The table top left shows number of learning outcomes by level and type.

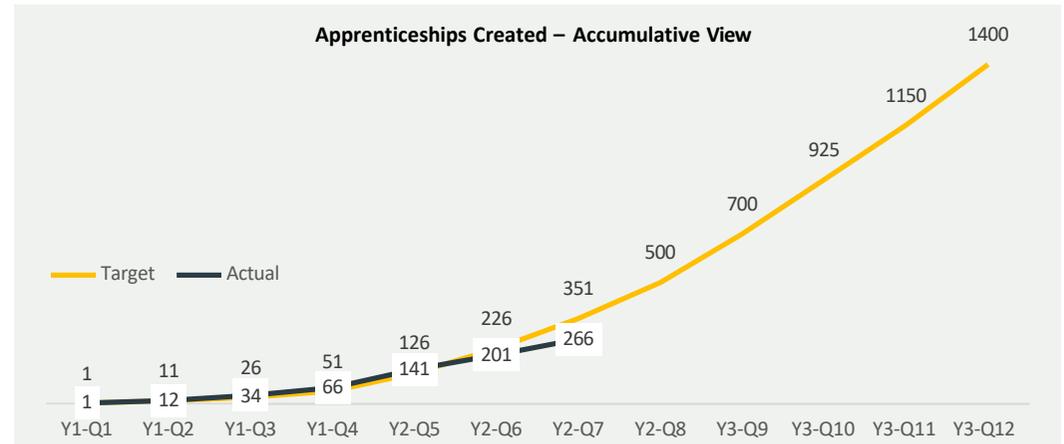
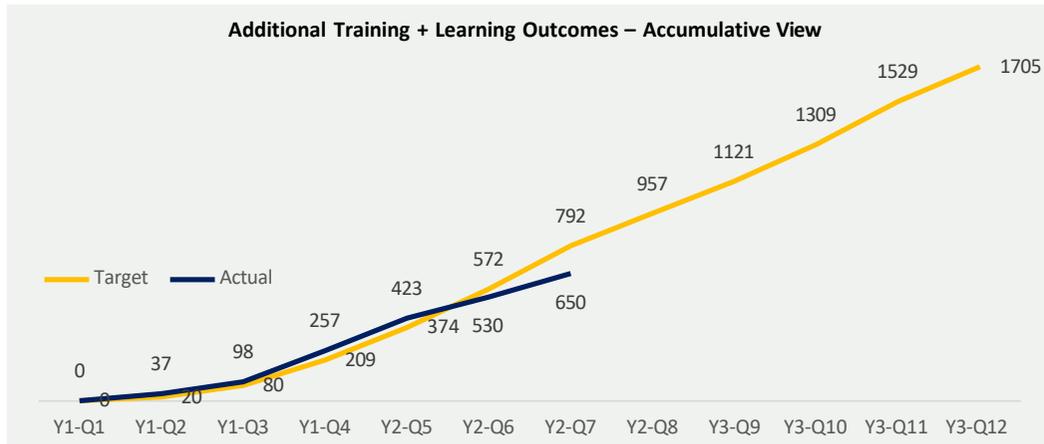
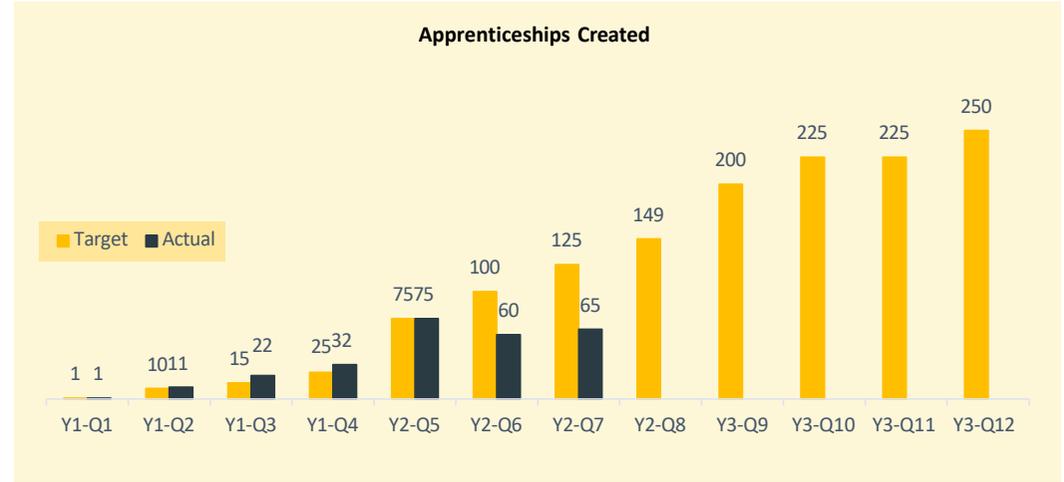
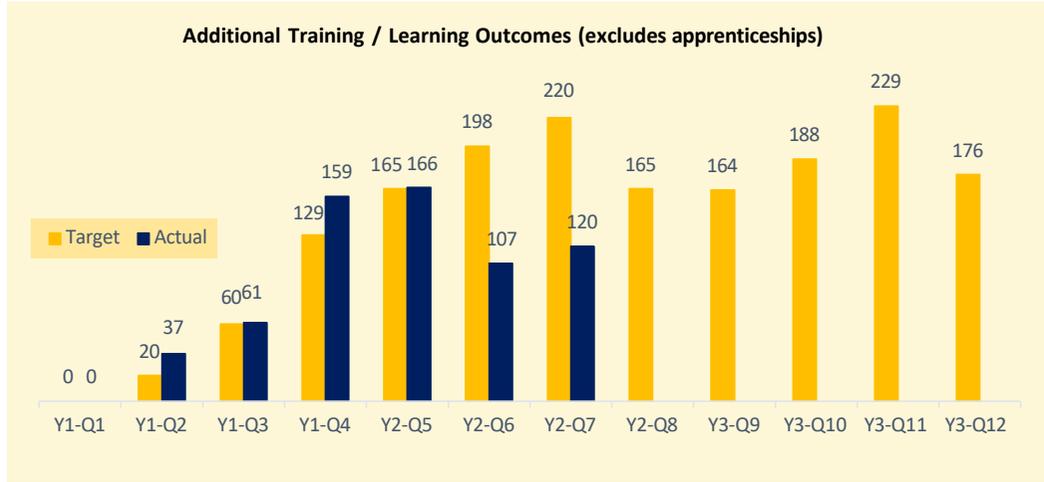
Week Ending	Year-1	Q5	Q6 - 2022 (Target 198)													Q7 - 2022 (Target 220)												
	(to 16 Dec'21)	(to 31 Mar'22)	08-Apr	15-Apr	22-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug	02-Sep	09-Sep	16-Sep	23-Sep	30-Sep
Targets	209	374	20	9	9	12	14	16	20	20	9	12	16	20	21	20	20	20	20	12	12	12	12	15	17	20	20	20
Actuals	257	*423	3	0	30	28	6	0	11	2	0	14	9	1	3	6	26	2	1	1	17	3	15	8	0	9	0	32



* Actual performance at 17.00 on Thursday 31st March
 **Actual performance at 17.00 on on Friday 30th September

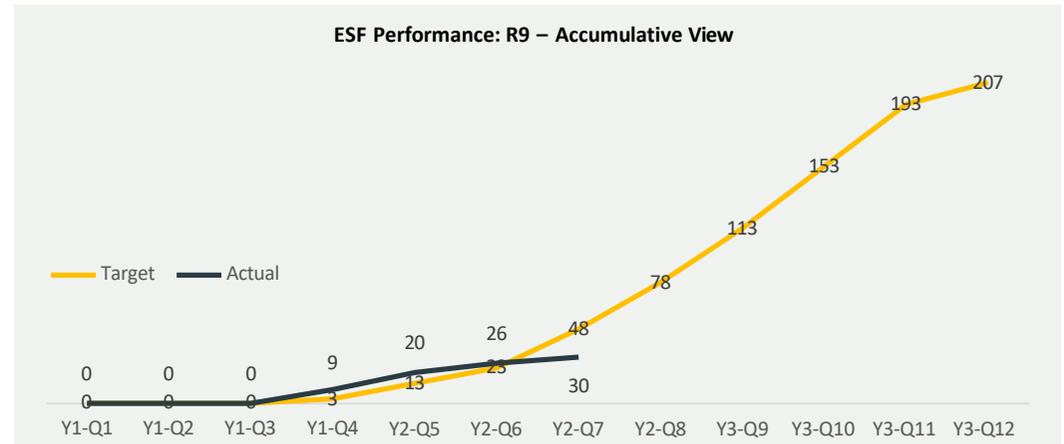
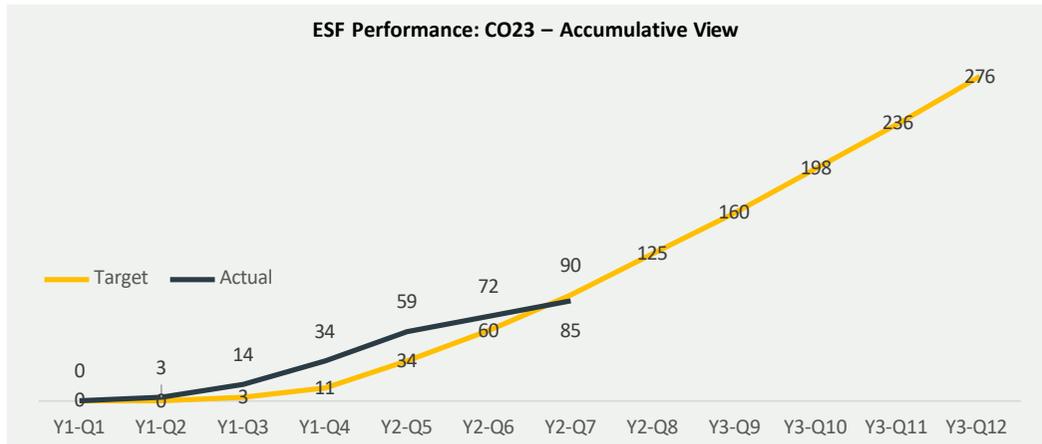
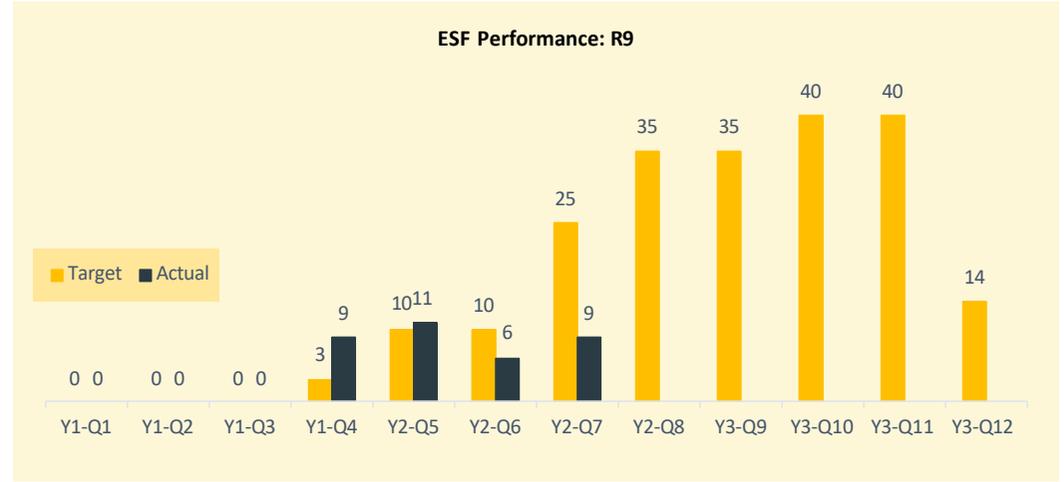
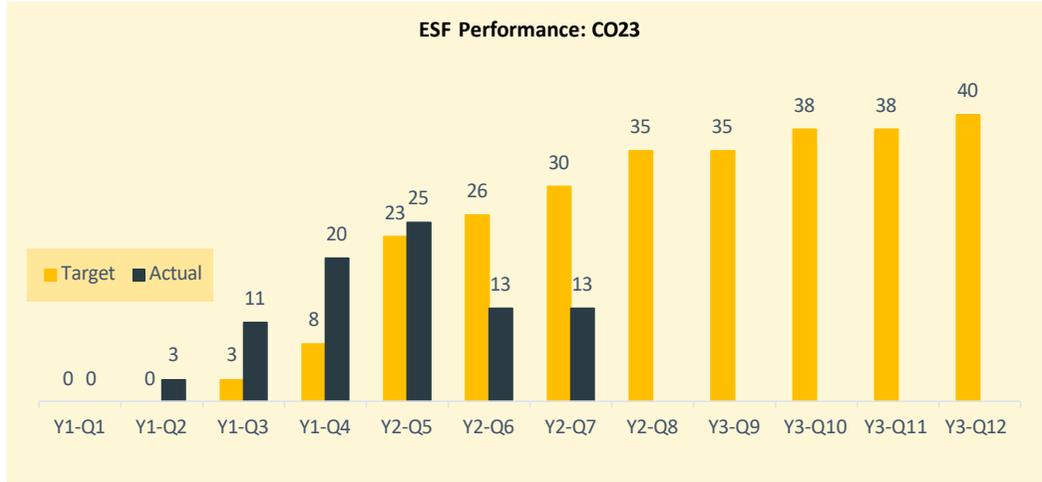
SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q7 data is to 30th September 2022.



SERVICE LINE DASHBOARD VIEW: Skills Service – ESF Metrics (CO23 and R9 Performance)

NOTE: Q7 data is to 30th September 2022.

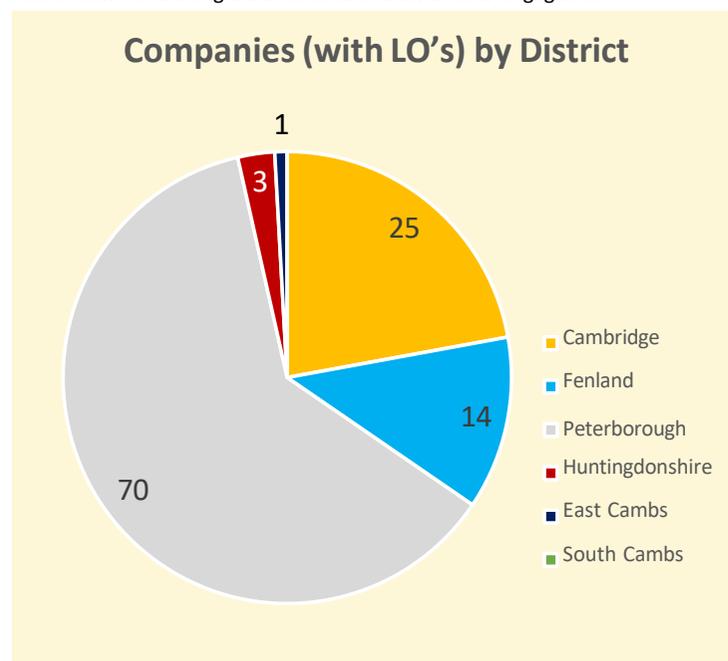
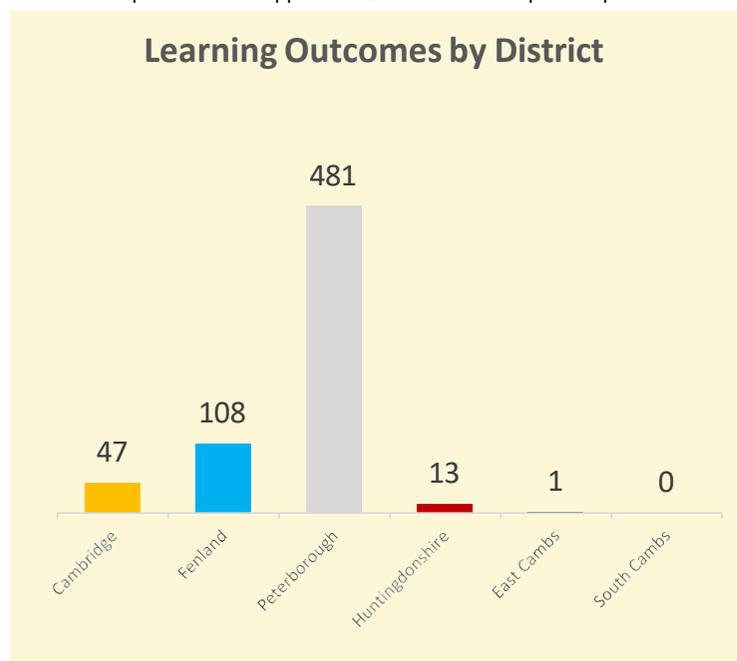


SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

NOTE: Q7 data is to 30th September 2022 as contract performance to date. There is a breakdown by sector at appendix.

The imbalance between districts continues and is an area that we continue to address.

1. The team continue to build on geographic portfolios and in the month of September. Diagnostic referrals from Growth Coaching decreased however a new approach to following these up will be implemented.
2. Continuing and attempting to work with each district council and respective EDO's to understand their top employers, to drive impact in the Learning Outcomes delivered and Apprenticeships created across all the districts within the region
3. Work has continued to focus on districts that have fewer reported learning outcomes and apprenticeships
4. Plans to host Geographic and Sector based Apprenticeship Events in Q8 to further strengthen the team's approach in areas requiring focuses – This will also help elevate the appointed BSRM in their respective patches and introduce them to existing businesses and draw in new engagement



NOTE: at 30th September 2022 a total of 113 companies had created 650 learning outcomes.

Table-1 below shows performance, by DC, since Growth Works with Skills commenced contract delivery.

District	Learning Outcomes	Companies
Cambridge	47	25
Peterborough	481	70
Huntingdonshire	13	3
East Cambridgeshire	1	1
South Cambridgeshire	0	0
Fenland	108	14
Total	650	113

Table-2 shows the number of learning outcomes in each of the months so far in Q7, by DC.

District	Q6	Jul'22	Aug'22	Sep'22
Cambridge	1	7	9	
Peterborough	106	28	29	22
Huntingdonshire	0			11
East Cambridgeshire	0			
South Cambridgeshire	0			
Fenland	0		6	8
Total	107	35	44	41

SERVICE LINE DASHBOARD VIEW: Skills Service – softer targets to achieve on a ‘best efforts’ basis

NOTE: Q7 data is to 30th September 2022.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
<i>GVA generated (£ 000)</i>	TBD	TBD	TBD	TBD	TBD	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<i>Jobs (new starters in company as new apprenticeships)</i>	20	130	200	350	4	59		21	8	3	TBD	5	1	42	48	TBD
<i>Levy Employers signed up to pledge (£ 000)</i>	3,000	5,500	6,500	15,000	£614	£3,803.35		£4,429.35	£3,803.35	£12	1,500	0	0	0	0	1,500
<i>Levy Employers increasing utilisation of Levy (£ 000)</i>	2,170	3,272	4,008	9,450	£0	0		0	0	£0	640	0	0	0	0	752
<i>SME's accessing Levy transfer (£ 000)</i>	1,750	4,690	6,040	12,480	£1.50	£10.90		£12.40	£3.35	£3.15	1,090	£1.00	0	£3.40	£4.40	1,100

NOTES:

- Qualitative and delayed measurements (in italics) are reported separately with GVA recorded with relevant National Government department formulas provided at calendar year end
- These statistics have been called out separately to simplify the previous view for reporting
- In total an additional 42 new Jobs created in the month of September
- 33 positions with current internship organisations and 5 new job not with internship organisations = total of 38 positions offered
- Additional 10 new Jobs through apprenticeship creation 24/7 Care through Levy Transfer from Paragon
- Interns: Breakthrough Therapy, Energy Evolution Ltd, Evolving Network x 2, Greenway Rethink Ltd
- Continuing discussions with Cambridge Quay Mill who are looking to create 20 apprenticeships

SERVICE LINE REPORTING: Skills Service – CEC KPIs.

NOTE: CEC reporting slide for September 2022.

Completing a compass report is entirely down to each school, and not mandatory.

In the academic year 2021/22 the CPCA contract with the CEC introduced our regions first Careers Hub which incorporated 30 of our schools, with the other 42 remaining in the EAN. During academic year 2021/22 our reporting reflected this structure of two groups and their progress to associated targets.

At the beginning of the 2022/23 academic year the CEC contract evolved to include all 72 schools into one Careers Hub. Consequently our reporting slide reflects this new state, by having one table of data.

CAREERS HUB Schools (72 contracted)	Schools in Hub	Schools matched with an Enterprise Adviser	Minimum number of benchmarks (3) achieved by all schools	Average number of Benchmarks achieved across all schools	Schools who have achieved Benchmark 1	Progress against BM5*	Progress against BM6*	Upgrade to Compass +	Compass completed each term ** (all schools)
TARGET	100%	100%	90%	5	80%	*	*	90%	100%
ACTUAL	69	54	53	4.5	31			33	1
%	96%	75%	73.61%		48.61%	80%	76%	45.83%	1.39%
VARIANCE %	-4%	-25%	-26.39%	0.9	-51.39%			-54.17%	-98.61%

* There are no targets given against BM5 and BM6, only a need to demonstrate progression. Definition of progress is against a pre-determined baseline per school set by Careers Hub Lead based on 2022 summer term results

** Compass completion is generally conducted between half term and end of term. **High completion period for this term is forecast to be in December**



4. Grants and Equity

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

NOTE: Q7 data is to 30th September 2022.

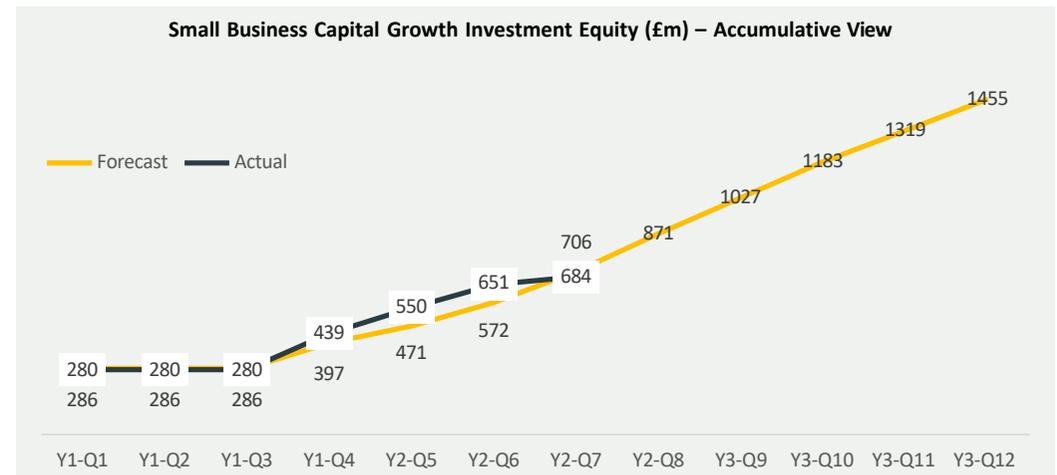
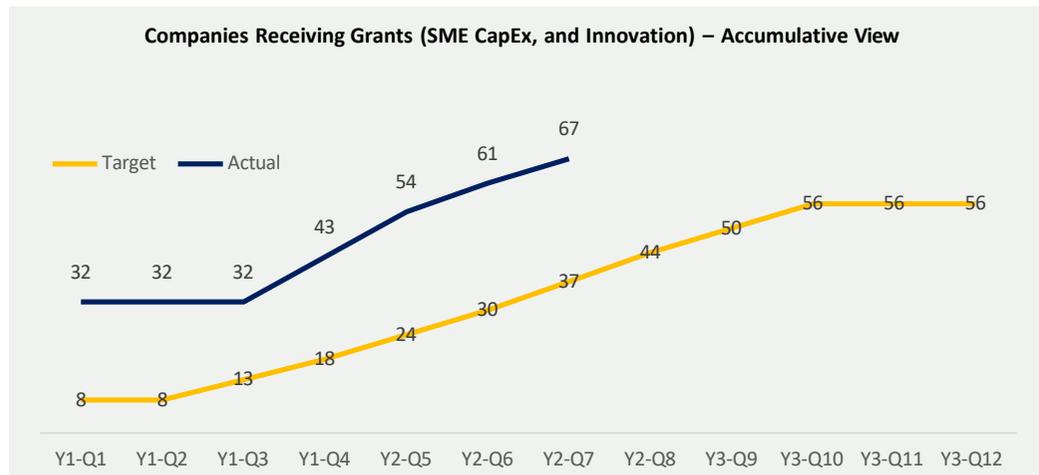
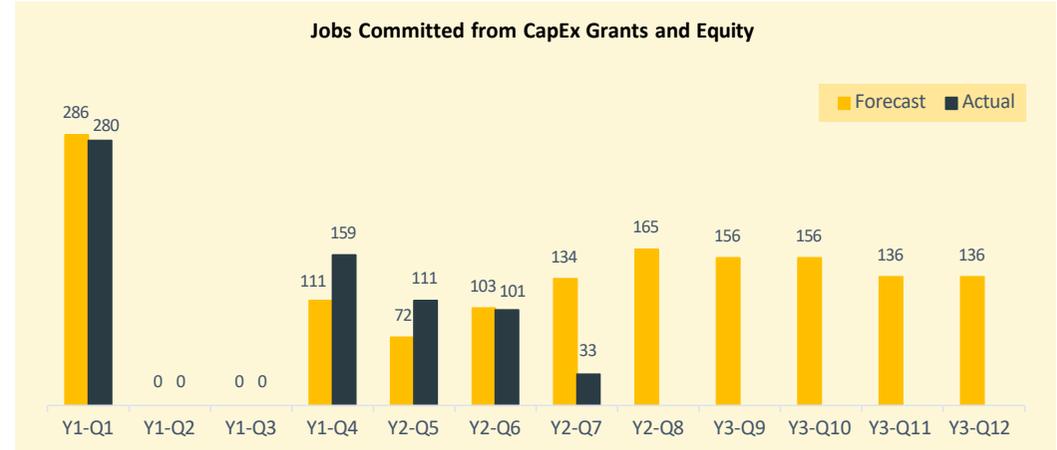
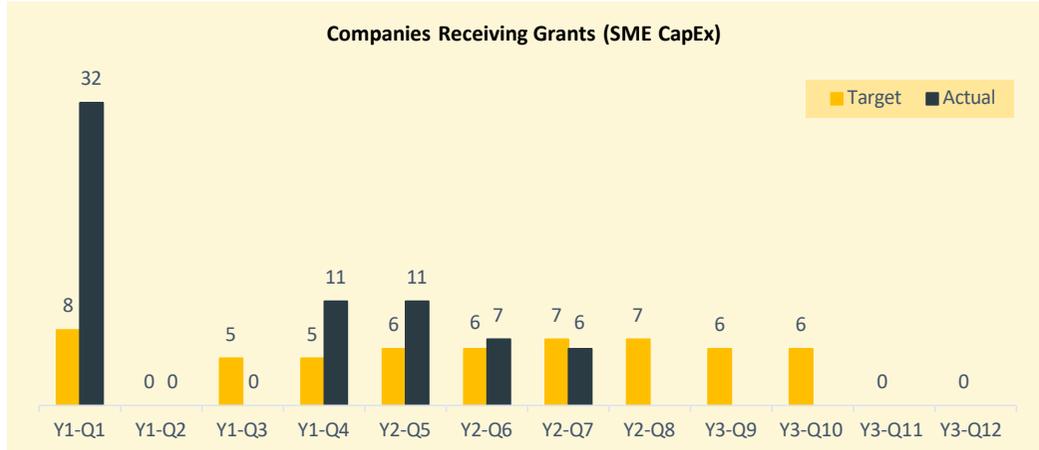
SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Jobs created (forecast / committed)	397	474	584	1455	439	245		684	111	101	134	12	11	10	33	165
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)*	18	26	12	56	43	24		67	11	7	7	3	2	1	6	7
Small Business Capital Growth Investment equity (£ 000)	1,000	8,000	9,000	18,000	1,500	0		1,500	0	0	2,000	0	0	0	0	2,500
Number of equity investment projects between £150k and £250k	1	19	20	24-40	1	0		1	0	0	4	0	0	0	0	5
GVA generated - (£ 000)	1,000	14,000	30,000	45,000	4,050 est	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

NOTES:

- The Change Control Note (CCN) for the redeployed equity service was finalised and signed by both parties in September 2022. Jonathan Finlay is the Steam Lead for Equity, with Ed Colman leading on market engagement. Following the signing of the CCN Jonathan and Ed have started to engage with VCs, Angel Investors, Fund Managers and prospective investee companies. A process flow has been designed and adopted including a bespoke risk management framework and qualification criteria reflecting the eligibility criteria within the CCN. The wider Growth Works programme have been informed of the process for referring potential applicants into Equity and the first applications should come to the Investment Panel in November.

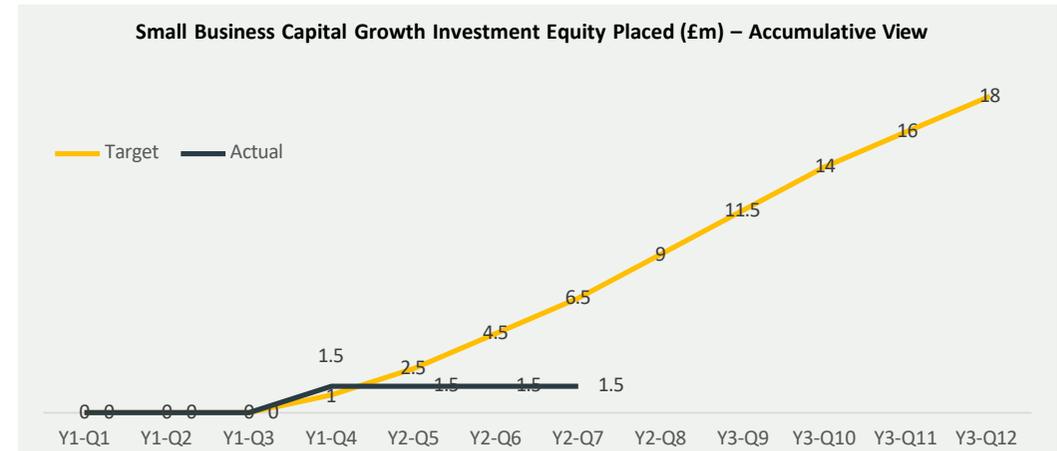
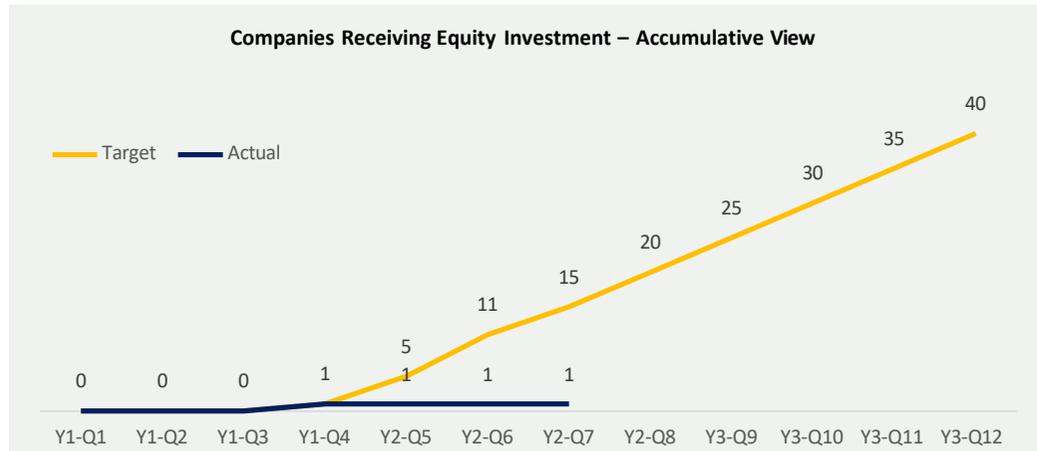
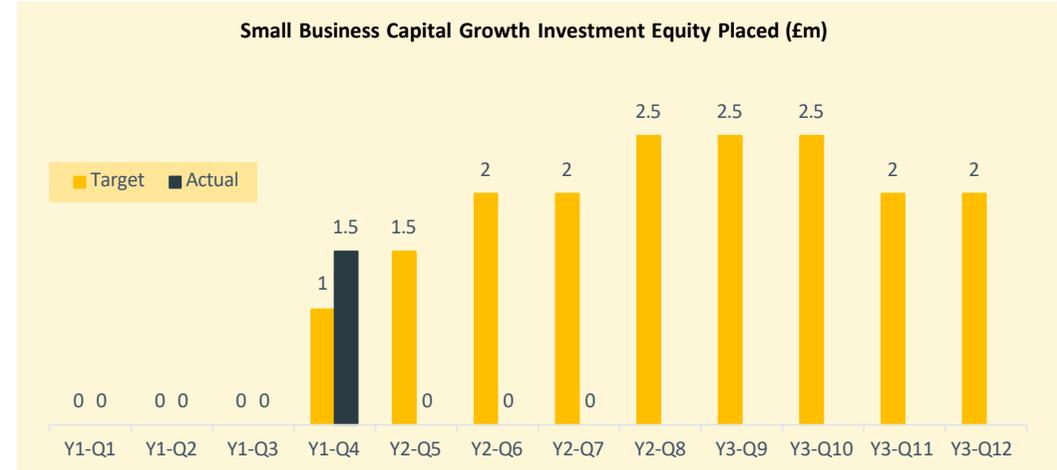
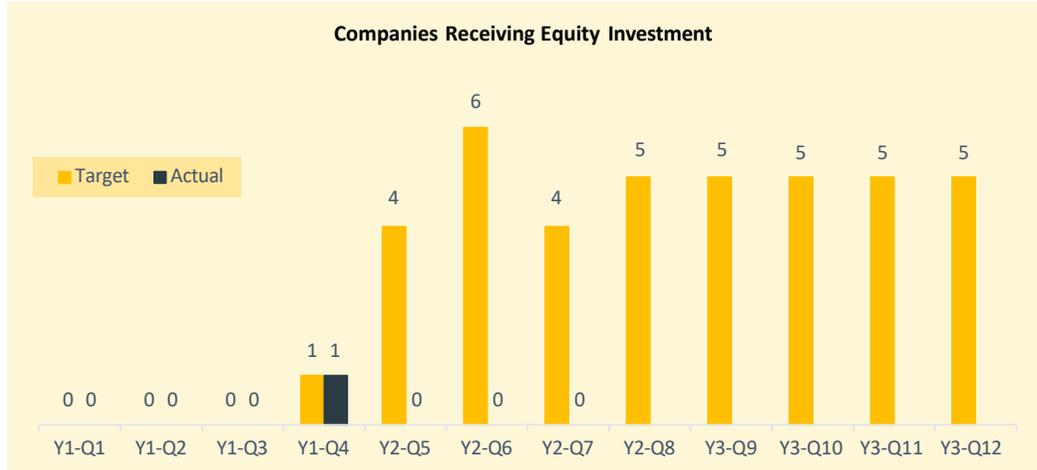
SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

NOTE: Q7 data is to 30th September 2022.



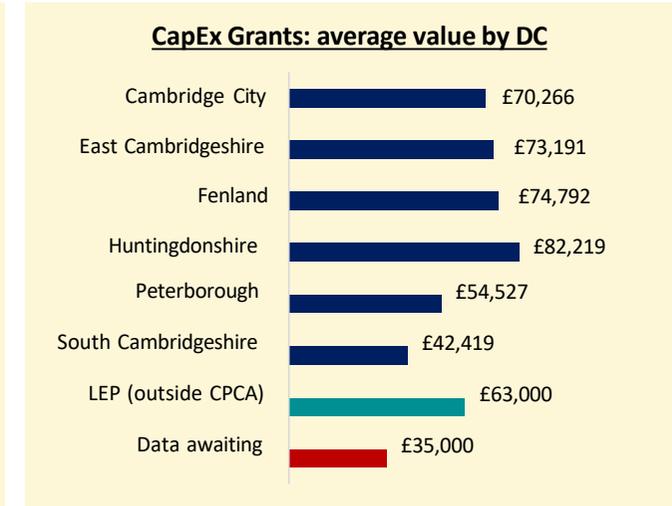
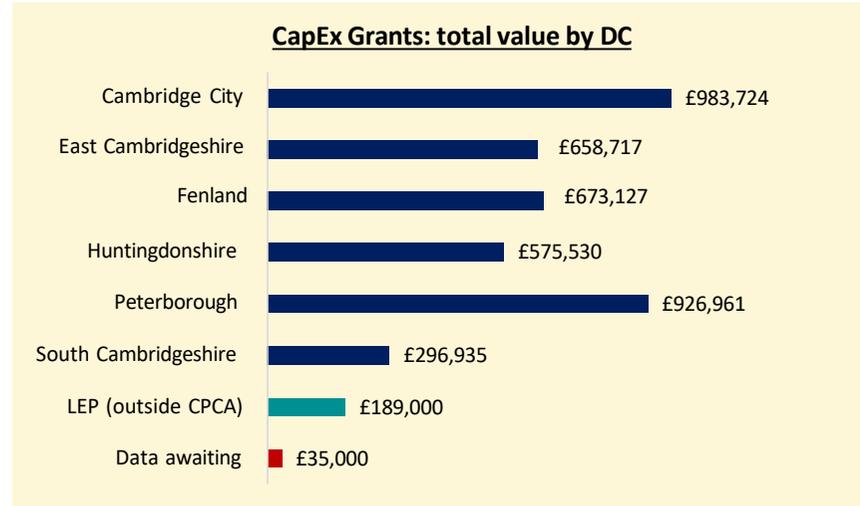
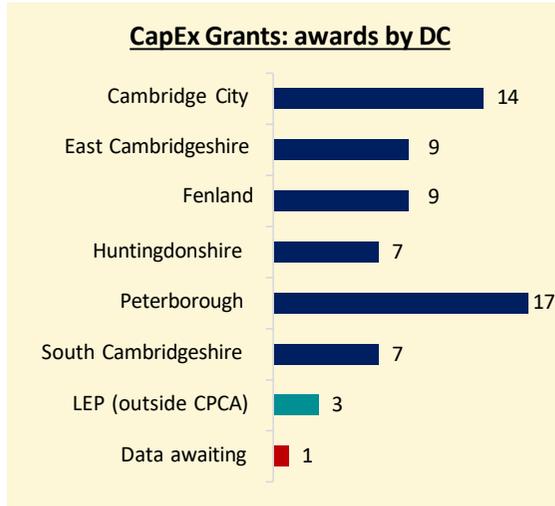
SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q7 data is to 30th September 2022.



SERVICE LINE VIEW: SME CapEx Grants – awards and values by location

NOTE: data is from 15th February 2021 to 30th September 2022.



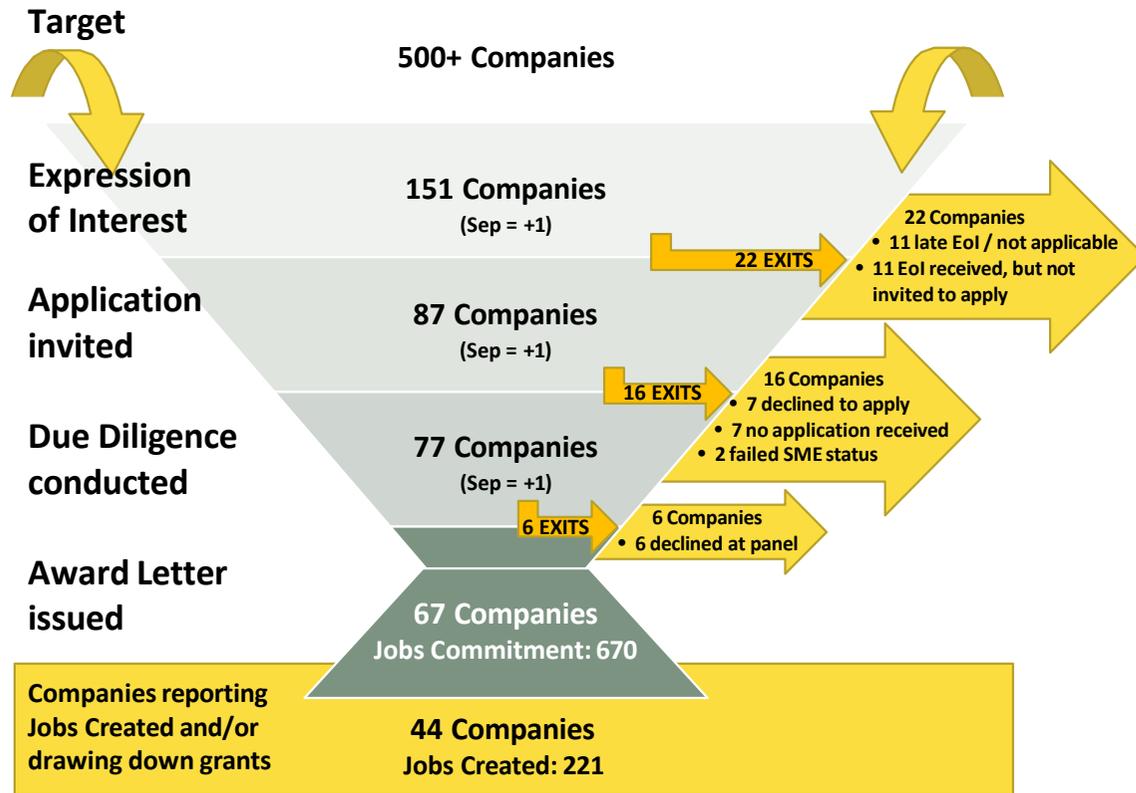
Location	Number of Grant Awards	Total Value of Grant Awards	Average Value of Grant Awards
Cambridge City	14	£983,724	£70,266
East Cambridgeshire	9	£658,717	£73,191
Fenland	9	£673,127	£74,792
Huntingdonshire	7	£575,530	£82,219
Peterborough	17	£926,961	£54,810
South Cambridgeshire	7	£296,935	£42,419
LEP (outside CPCA)*	3	£189,000	£63,000
Data awaiting**	1	£35,000	£35,000
TOTAL	67	£4,201,097	£63,653

- * The LEP Area awards have been made in South Kesteven, North Norfolk & King's Lynn, and Uttlesford.
- ** The 'data awaiting' entry refers to a London based company called Credenxia, for which we await confirmation of their trading address within the CPCA area. Whilst we await this confirmation, no grant money has been paid.

SERVICE LINE PIPELINE VIEW: SME CapEx Grants

NOTE: the data illustrated is to 30th September 2022.

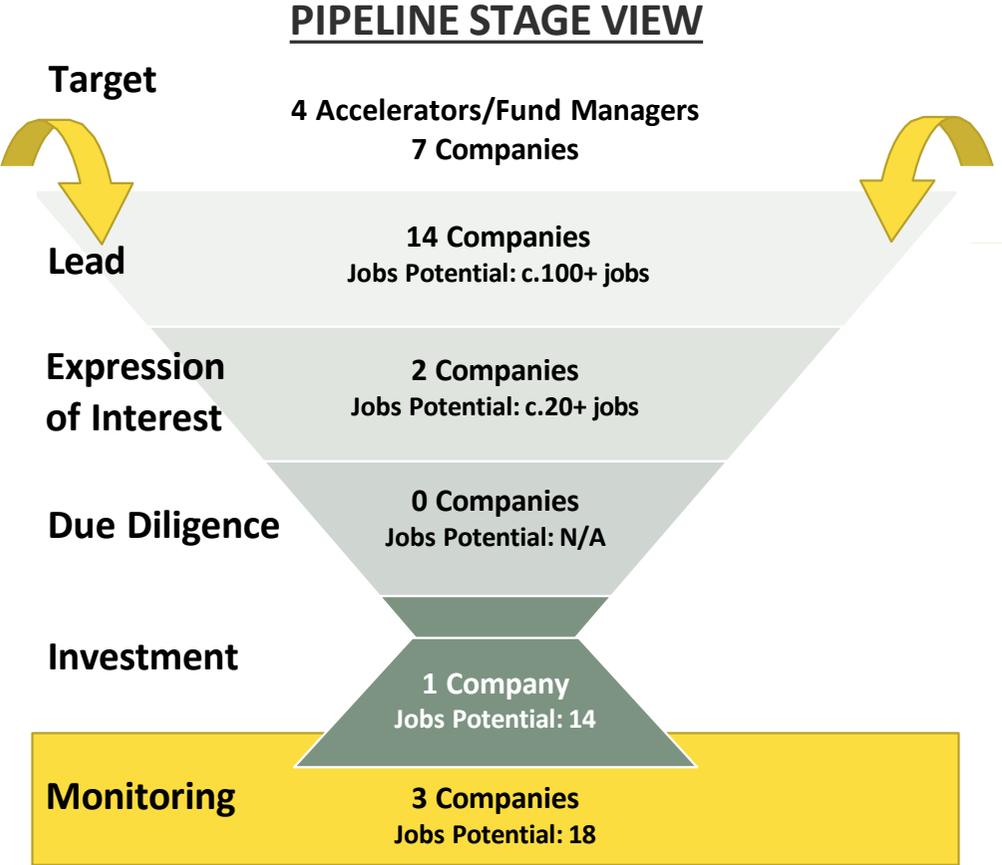
PIPELINE STAGE VIEW



PIPELINE	
Stage	Notes
Target	Many companies were canvassed through our networks to build interest in the grant for the 31st March 2021 award. We are also now deploying a second award pot. Since then hundreds of companies are connected to through Coaching, Growth Hub, Growth Works Marketing etc.
Expression of Interest	To date, 151 companies have submitted an EoI for one of the two pots. 87 of these were invited to submit an application for a grant. 1 more EOI received in September.
Application invited	Of 87 companies invited to apply, 77 full submissions were received.
Due Diligence conducted	Robust due diligence is conducted (KYC/AML/Credit checks), costed claimed CapEx spend qualified in/out etc for all applicants.
Award Letter issued	67 grant award letters issued for the two pots
Companies reporting jobs created and/or drawing down grants	Of the 67 companies awarded a grant to date, we have evidenced 221 permanent jobs created from the 684 jobs committed through the award of a grant. NOTE: these Job figures are separate from Jobs figures relating to Revenue Grants. Drawdown of grants means claims received in the month, not defrayals to claimants.

SERVICE LINE PIPELINE VIEW: Equity Service

NOTE: the data illustrated is to 30th September 2022.





**GROWTH
WORKS**

FUNDED BY
 **CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

 **THE BUSINESS BOARD**


| **HM Government**

 **European Union**
European Structural
and Investment Funds

Appendix 2

NPS Survey of a sample of Growth Works clients

Survey Results: Quarter-7, 2022

GrowthCo Chair and SRO: Nigel Parkinson and Steve Clarke

3 October 2022

Contents

1. GrowthCo Requirement and the Survey Questions	03
2. Survey Responder Pool	04
3. Survey Summary	05
4. Whole of service NPS	06
5. NPS by Service Lines and District Councils	07
6. Workforce / employment question	08
7. Support expectations question	09
8. Business growth question	10
9. Management time question	11
10. Qualitative digest – client comments	12
Appendices	15

GrowthCo Requirement

- Gateley Economic Growth Services (GEG) is delivering a broad Business Growth Services contract for the Cambridgeshire and Peterborough Combined Authority (The Combined Authority) through its trading arm Growth Works, to support job creation and share prosperity.
- GEG has commissioned Impact Advisory Ltd to survey a sample of customers of the services provided by Growth Works using the NPS (Net Promoter Score) metric, at the request of the GrowthCo, the arm of The Combined Authority overseeing delivery of the services provided by GEG. The purpose of the survey is to determine satisfaction levels within a sample of customers of the services provided by Growth Works.
- Specifically, on a quarterly basis, in each survey both Growth Works and the GrowthCo require:
 - 40 customers to be surveyed in each sample pool
 - All Growth Works Service Lines to be included in the sample
 - All six Combined Authority partner areas to be covered
 - Quantitative and qualitative inputs from surveyed customers.
- Impact Advisory will manage delivery of the survey, summarise the findings from the data and interpret the qualitative feedback provided, in order to draw conclusions and highlight actionable insight where appropriate.

The Survey Questions

1. Name
2. Work email address
3. On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?
4. Which of our services did you use?
5. Where is your business based?
6. On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?
7. On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?
8. On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
9. On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?
10. Thank you for your feedback. If you have any other comments you would like to provide, please do so here. (1250 characters).

Companies Invited to Participate, and Survey Pool



Companies Responded

The table below lists the companies that responded to the survey. The full list of companies invited to participate in the survey is listed in the appendix.

Company Name	Service Line	Company Name	Service Line
	Grants		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Skills
	Inward Investment		Skills

Survey Responder Pool – Services and Locations

The table below lists the responses received by service line and by location.

Location	Responses
Cambridge	8
East Cambridgeshire	1
Fenland	1
Huntingdonshire	1
Peterborough	9
South Cambridgeshire	1
In the LEP but outside CPCA	8
TOTAL	29

- Clients from 107 companies were invited to provide feedback on Growth Works services experienced.
- 29 responses were received from 28 companies located across the LEP and CPCA territory, as illustrated in the table opposite.

Services	Responses
Growth Coaching	9
Equity Growth Investment	9
Capital Expenditure Grants	9
Inward Investment/Locate Cambridge	9
Growth Works with Skills	13
Growth Hub	9
TOTAL	58

- Respondents were asked to identify all Growth Works services they had used and allowed to select as many as they liked.
- This explains why there are more services selected than the number of respondents.

Survey Summary



Headlines

- 124 clients (from 107 companies) were invited to participate and share feedback. 29 had responded by 00:01 29th September 2022 when the survey window closed.
- Headline NPS is 62% (29 responses: Promoter = 21, Passive = 6, Detractor = 3). For context, most companies using NPS average scores of 31-50%.
- Split by District Councils, Peterborough (9) accounted for 31% of responses, followed closely by Cambridge (8) and interestingly, there were also 8 responses from 'in the LEP but outside CPCA'.
- Split by Service. Respondents were allowed to select one or more services they had benefited from, with the NPS for each Service Line as follows:
 - Skills = 70% NPS on 13 selections (1 detractor)
 - Growth Hub = 67% on 9 selections (1 detractor)
 - Coaching = 67% NPS on 9 selections (1 detractor)
 - Grants = 67% NPS on 9 selections (1 detractor)
 - Equity = 56% NPS on 9 selections (1 detractor)
 - Investment = 56% NPS on 9 selections (2 detractors).
- On the specific questions for Growth Works (star ratings from 1-5 as the options):
 - Question 6 = average rating 4.2 out of 5.0 (down from 4.5 last quarter)
How would you rate our support developing your workforce / employment opportunities in CPCA?
 - Question 7 = average rating 4.3 out of 5.0 (down from 4.7 last quarter)
Did our service support meet your initial expectations from when you registered for support?

- Question 8 = average rating 4.2 out of 5.0 (down from 4.6 last quarter)
How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
- Question 9 = average rating 4.4 out of 5.0 (down from 4.7 last quarter)
To what extent was the service a valuable investment of your management time?
- Comments are mainly positive, with complimentary name checks for Stephen (Coaching) and Greg (Inward Investment).
- Again, as raised in the previous three quarters within the Question 10 comments section, respondents have noted their frustration with the grant approval and payment system.

Consideration

- The 23% survey response rate is much lower than last quarter's 53%. Of the 124 pool that Growth Works invited to participate in Quarter 7:
 - Investment invited 23 with a response rate of 35%
 - Skills invited 25 with a response rate of 32%
 - Grants invited 5 with a response rate of 20%
 - Coaching invited 71 with a response rate of 17%
 - Growth Hub no longer participates, as agreed with the Growth Co SRO in Q6.
- One respondent who gave the lowest possible scores for all questions and commented "Very Bad, you service only working for company already has good cash flow not for start up." is in fact a micro business (so maybe not the typical SME that the Growth Works programme is designed to serve?).

Growth Works achieved an NPS of 62% in the Quarter 7 Survey of Clients



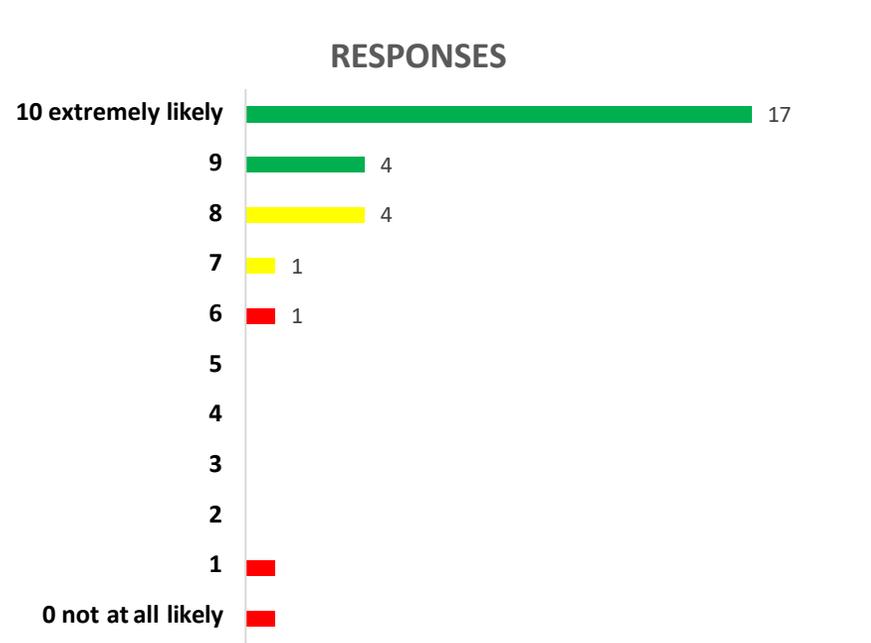
62%
excellent

A decent result by global NPS standards

- The Growth Works NPS for the Quarter-7 survey is classed as 'excellent'. Although it falls short of the 78% 'world-class' result of Quarter 6. It is comparable with Q4's NPS of 68% and is still above Q5's 56% NPS
- With Growth Works inviting more companies than in previous quarters to participate in the survey, 29 responses out of 124 companies gives a 23% Quarter 7 survey response rate. Response rates for earlier quarters were Quarter 6: 53%, Quarter 5: 50% and Quarter 4: 44%
- 21 promoters scoring 9 or 10 out of 10 is a good achievement. We make no assumptions about responder knowledge of the NPS methodology or ratings scale either, as this was not reflected in the survey question
- There are two low scoring detractors in the results. We recommend Growth Works leadership investigate further.

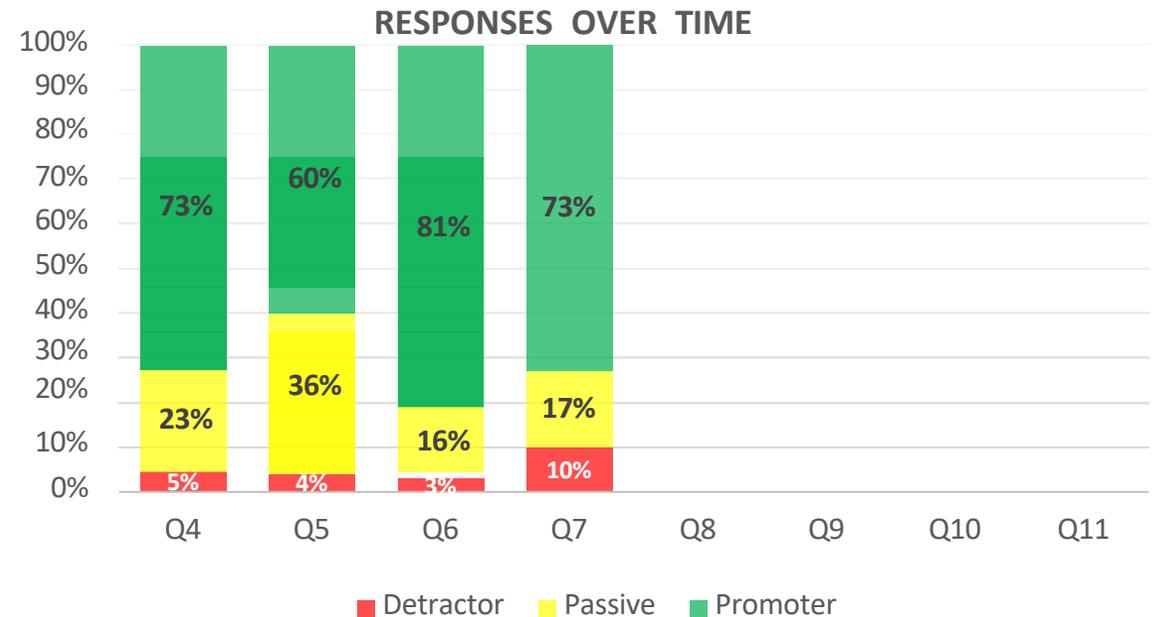
Promoter	72%
Passive	17%
Detractor	10%

Q7 Responses



Performance by quarter

- Over time the data presented here will highlight movement in the scores.



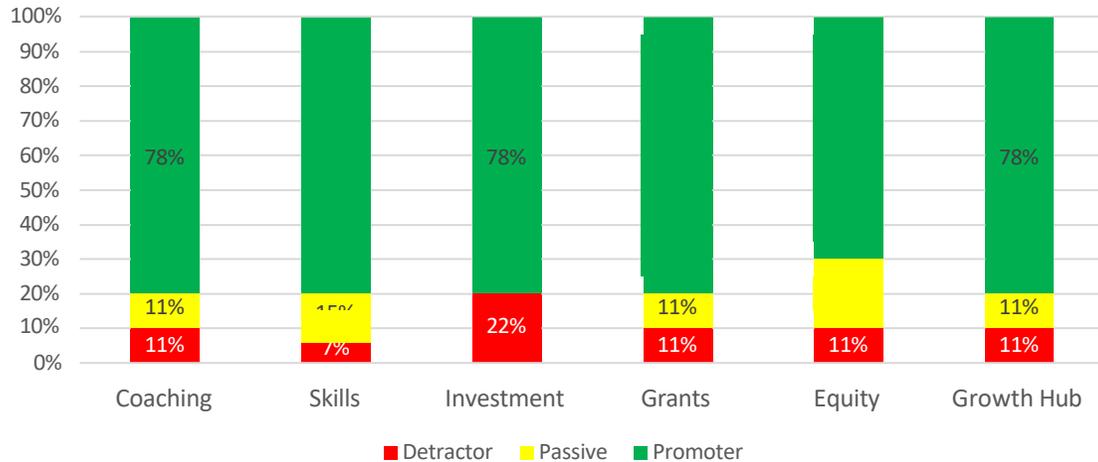
NPS by Service Line and District Council



Quarter 7 NPS – Service Line Scores

- The 29 respondents made 58 selections for service lines they had engaged with. Overall results show ‘excellent’ NPSs for the services lines
- There are 3 detractors. One respondent’s detractor (0 out of 10) runs across all service lines except Coaching. There is a detractor (1 out of 10) for Coaching and a detractor (6 out of 10) for Investment.

NPS BY SERVICE

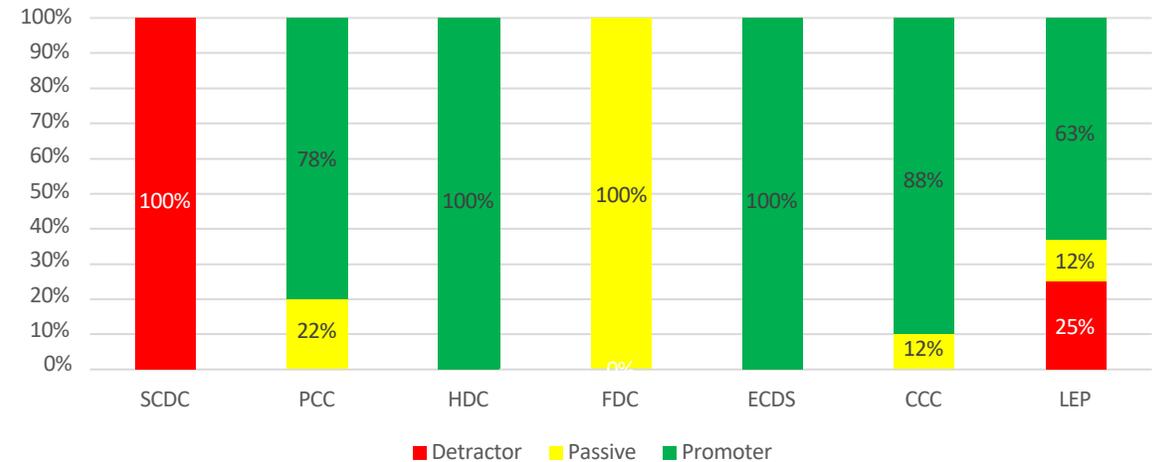


	Coaching	Skills	Investment	Grants	Equity	Growth Hub
NPS	67%	70%	56%	67%	56%	67%
Respondent Selections	9	13	9	9	9	9

NPS – District Council Scores

- Peterborough, Cambridge and for the first time, ‘in the LEP but outside CPCA’ are well represented in terms of responses
- With only single responses for the remaining regions: South Cambridgeshire, Huntingdonshire, Fenland and East Cambridgeshire – representative results cannot be drawn.

NPS BY DISTRICT



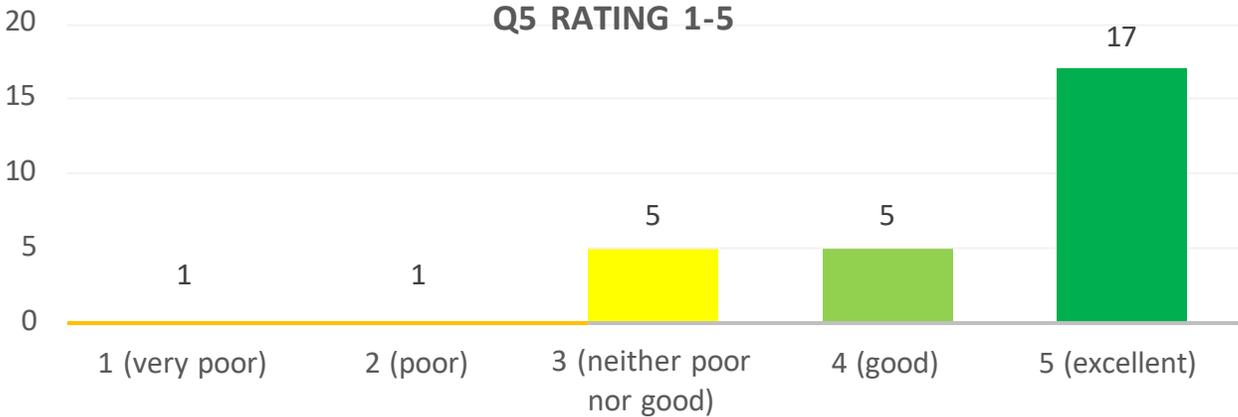
	SCDC	PCC	HDC	FDC	ECDS	CCC	LEP
NPS	0%	91%	100%	0%	100%	100%	38%
Responses	1	11	1	1	1	8	8

On a scale of 1-5: How would you rate our support developing your workforce / employment opportunities in CPCA?



Quarter 7 Performance

- While 76% of responses rated good or excellent, it should be noted that as this is a mandatory question, so not everyone answering the question will have utilised the Skills service. Figures for the past 3 quarters were 90% (Q6), 76% (Q5) and 86% (Q4).

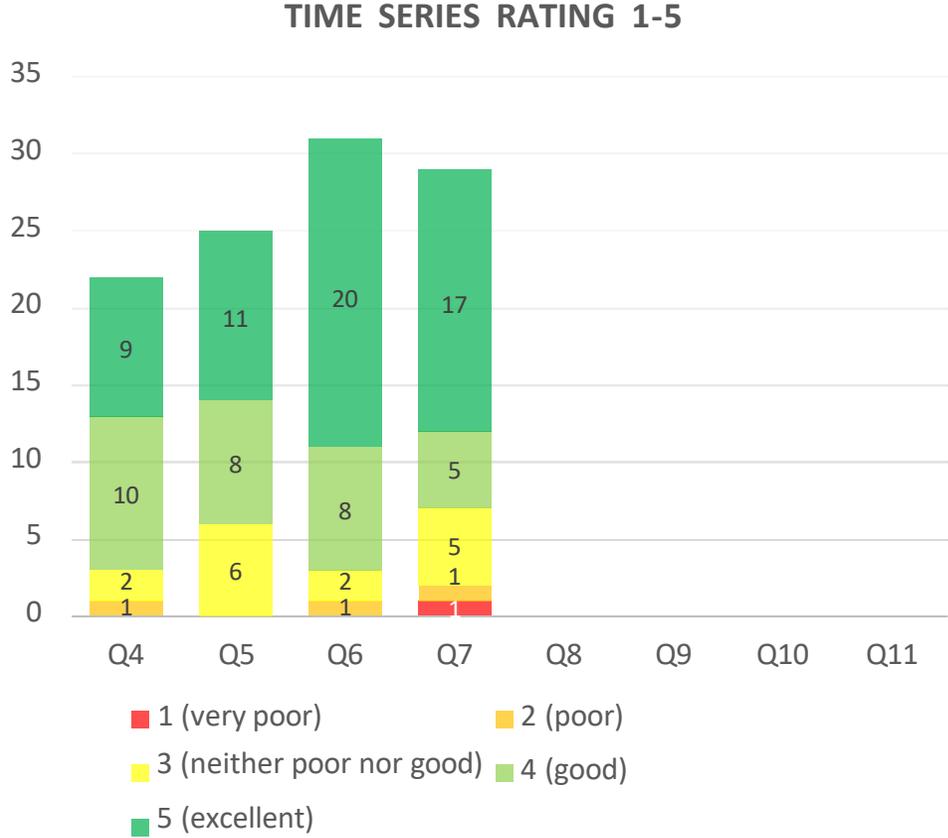


4.2 ★ average



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.



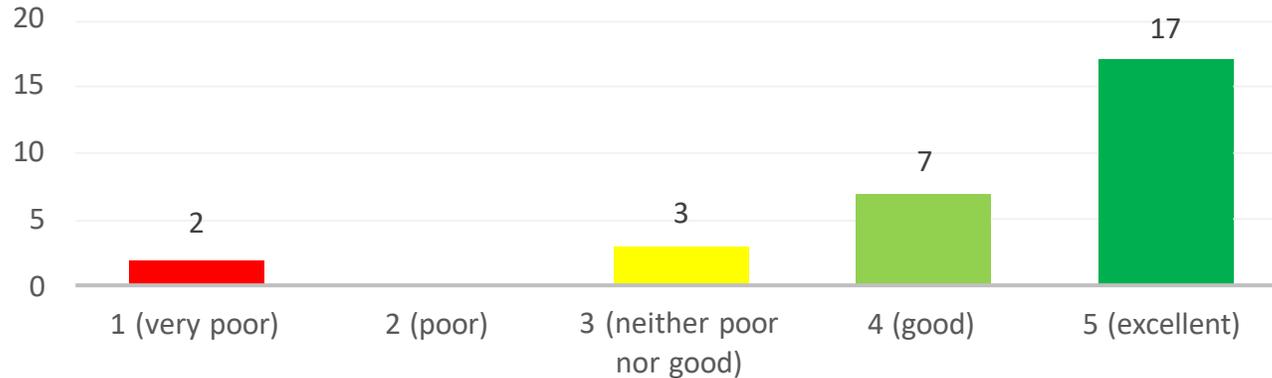
On a scale of 1-5: Did our service support meet your initial expectations from when you registered for support?



Quarter 7 Performance

- 83% of responders rated Growth Works as 'good' or 'excellent' in meeting their initial expectations. Figures for the past 3 quarters were 94% (Q6), 92% (Q5) and 86% (Q4).

Q5 RATING 1-5



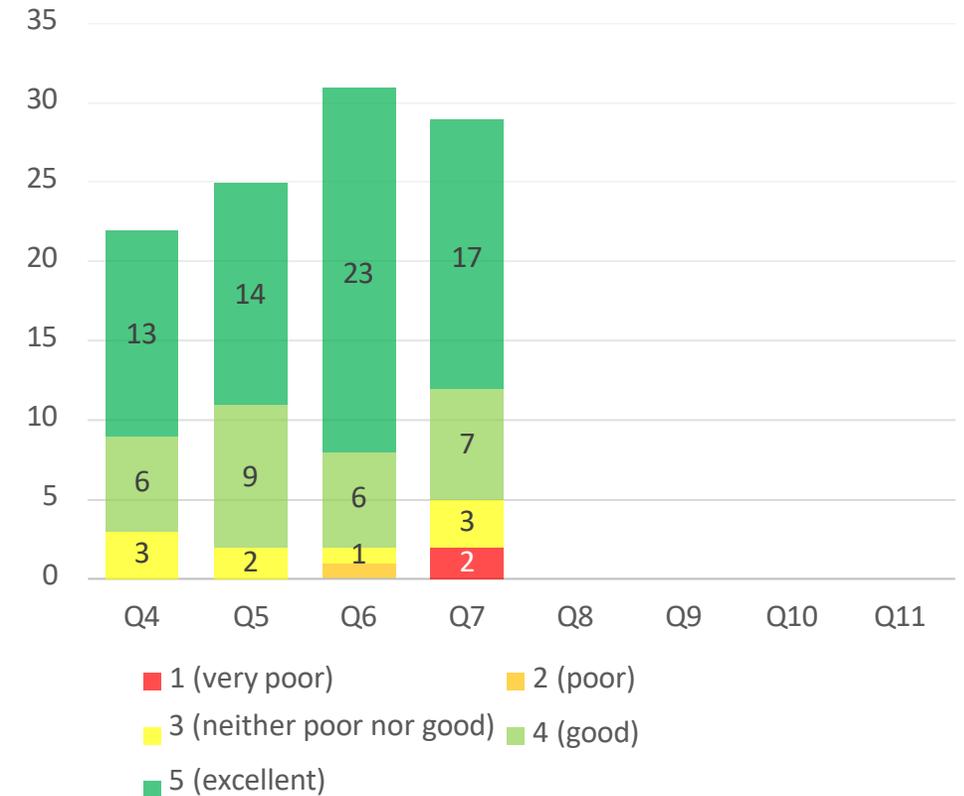
4.3 ★ average



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.

TIME SERIES RATING 1-5

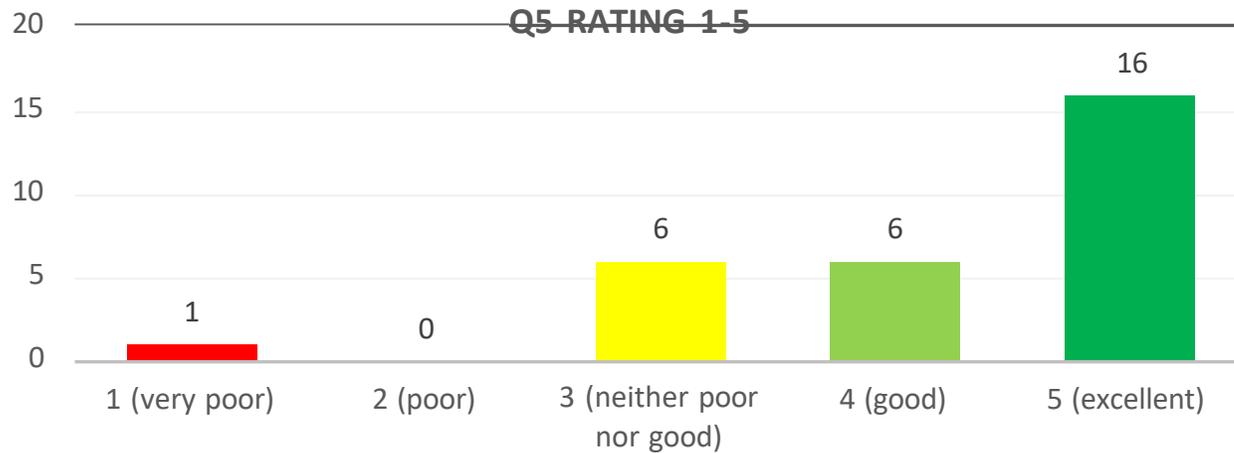


On a scale of 1-5: How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?



Quarter 7 Performance

- 76% of survey participants rated the impact of Growth Works in accelerating or expanding their growth plans as 'good' or 'excellent'. Figures for the past 3 quarters were 90% (Q6), 88% (Q5) and 73% (Q4).



4.2 ★ average



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.



On a scale of 1-5: To what extent was the service a valuable investment of your time?



Quarter 7 Performance

- 86% of respondents rated their engagement with Growth Works as a 'good' or 'excellent' investment of their management time. Figures for the past 3 quarters were 97% (Q6), 88% (Q5) and 82% (Q4).

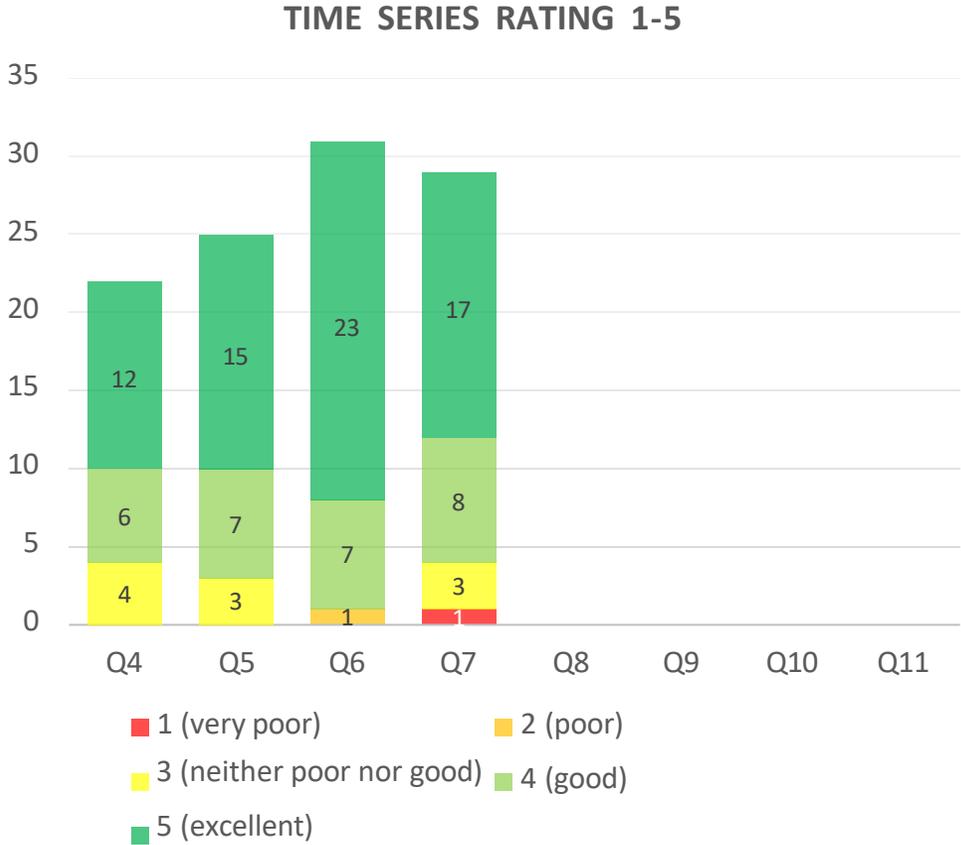


4.4 ★ average

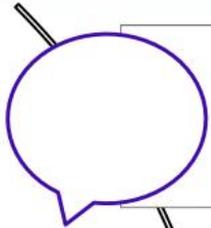


Performance by Quarter

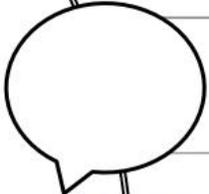
- Over time the data presented here will highlight movement in the scores.



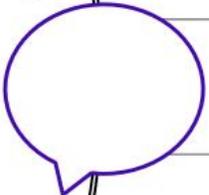
What works well



“The team at Growth works is really excellent and cooperative with their valuable time and suggestions.”



“Great experience and Greg is awesome. I need more opportunity to understand your initiatives.”



“I've got a job at Peterborough College now. Thank you 😊”



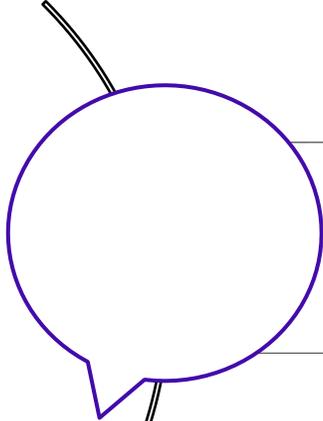
“Stephen Goddard has been an enormous help to us this year! He has offered us advice on funding, business development and marketing. We really appreciate him and the work he does - thank you!”



“Team and process very helpful.”

Improvements to the service

“

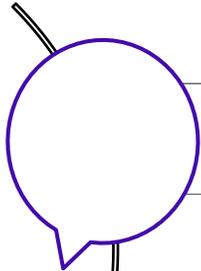


“I'm really still waiting to see if there is a benefit. We have a grant application in for 50/50 matched funding for a consultancy project, which will be great if we get but is taking longer than expected. The support with skills/training is really yet to emerge.”

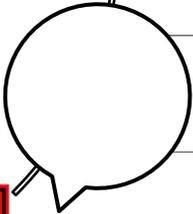
”

Complaints / concerns raised

“



“Application and obtaining funds an absolute nightmare.”



“Very Bad, you service only working for company already has good cash flow not for start up.”

”

Appendices

- 1. List of companies invited to participate in this quarter's survey.**
- 2. Defining NPS and how the method calculates a score.**
- 3. Survey questions and response options.**

Defining NPS and how the method calculates a score



Net Promotor Score

- Net Promoter Score (NPS) is a widely accepted approach to gauging client and/or customer levels of satisfaction, but it is not a perfect methodology and it has its critics.
- In its purest form, NPS asks a single question, and in the context of the Growth Works / GrowthCo requirement, it has been determined as,
“On a scale of 0-10: How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?”
- NPS asks the responders to rate on a scale of 0-10, where scores have the following values:
 - 0-6 = Detractor (would not promote you, many reasons possible)
 - 7-8 = Passive (indifferent, but not antagonistic either)
 - 9-10 = Promoter (will actively promote you to others)
- The NPS is calculated by subtracting the number of detractors from the number of promoters. It can be expressed as a whole number or a percentage and range from +/- 100.
- A positive NPS (above 0) is considered “good,” an NPS of 50-69 is considered “excellent,” and anything 70 and above is considered “world-class.” Based on global NPS standards, any score above can be interpreted to mean that the majority of the customer base selected to participate at a particular moment in time (the time of the survey) is more loyal.

Example NPS Calculation

- Company A surveys 2,000 clients and secures 1,500 responses.
- The scores are aggregated as follows:
 - 431 = Detractors (341/1,500 = 28.73%)
 - 276 = Passive (276/1,500 = 18.40%)
 - 793 = Promoter (793/1,500 = 52.87%)
- The aggregated scores are converted:
 - 28.73% = Detractors (431/1,500)
 - 18.40% = Passive (276/1,500)
 - 52.87% = Promoters (793/1,500)
- The NPS is calculated as follows:
$$\begin{array}{r} 52.87\% \text{ (Promoters)} \\ -28.73\% \text{ (Detractors)} \\ \hline \text{NPS} = 24.14\% \text{ (Net Promoters)} \end{array}$$
- Passives are not factored into the NPS calculation.

Survey questions and response options



Q#	Question	Answer Options
1)	Full name	Text box
2)	Work email address	Text box
3)	On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?	NPS method, where: A score of 0-6 = Detractor A score of 7-8 = Passive A score of 9-10 = Promoter
4)	Which of our services did you use?	Checkbox: Growth Coaching, Equity Growth Investment, Capital Expenditure Grants, Inward Investment/Locate Cambridge, Growth Works With Skills, Growth Hub, More than one service.
5)	Where is your business based?	Multiple choice: Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough, South Cambridgeshire, in the LEP but outside CPCA.
6)	On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
7)	On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
8)	On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
9)	On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
10)	Thank you for your feedback. If you have any other comments you would like to provide, please do so in the box provided.	Comments limited to 1,250 characters

Chris Doutney Managing Director Impact Advisory Ltd

cdoutney@impact-advisory.co.uk

www.impact-advisory.co.uk

+44 (0)7881 278717

Appendix 3: Breakdown of Service Line Performance and Impact (September 2022)

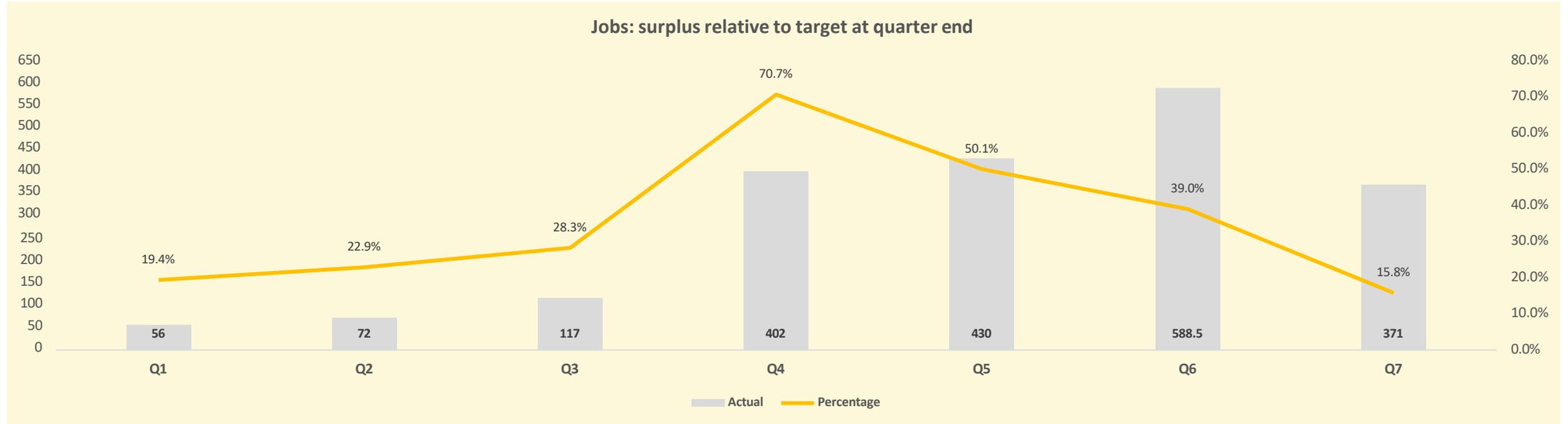


PROGRAMME DATA: Jobs

NOTE: data is 15th February 2021 to 30th September 2022.

Erosion of the jobs surplus, and the emergence of a jobs deficit through year three

- The chart below demonstrates how a substantial surplus in jobs, over and above the outturn expected, has diminished with each quarter during year two.
- It highlights that while the absolute number of 402 (Q4) has diminished to 371 (Q7), this represents a fall from 70.7% above target to 15.8% above target at respective quarter end.
- The final five quarters of the programme (Q8 to Q12) are where the programme has forecast to deliver almost two-thirds of the jobs and apprenticeships.



SERVICE LINE DATA: Growth Coaching Service, and Inward Investment Service

NOTE: data is 15th February 2021 to 30th September 2022.

Growth Coaching Service

Jobs	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	3,223	1,073	1,189	-116

Diagnostics	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	3,305	*1,981	1,970	+11

Enrolments	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,005	436	434	+2

Coaching Starts	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,005	441	543	-102

Coaching Completions	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,005	213	237	-24

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
*365	60	54.5	20.5	168	160

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
217	116	87	55	96	98

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
10	26	28	18	29	20

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
15	24	26	18	29	25

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
17	21	13	0	2	31

31/12/23 Prediction	
Actual	% of target
1,890-1,900	c.59%

31/12/23 Prediction	
Actual	% of target
*3,500-3,520	c.107%

31/12/23 Prediction	
Actual	% of target
770-780	c.77%

31/12/23 Prediction	
Actual	% of target
775-785	c.78%

31/12/23 Prediction	
Actual	% of target
375-385	c.38%

Note: Jobs

- In April 2022, YTKO ascertained they had been under-reporting jobs after a wholesale review of diagnostics and the engagement with companies around diagnostics. Consequently, 365 jobs were added that month, although they reflect the position across many months. The actual total for April is 88 (January is 51.5 up from 25, February 118 up from 51, March 112 up from 20, and Year-1 is 312.5 up from 139).

Note: Diagnostics

- 1,981 Diagnostics are claimed in reporting since the start of the contract (15/02/2021). Of these, 707 don't have between 3-250 employees. This computes into a 35.69% ineligibility rate. If we take the predicted total of 3,500-3,520 delivered by contract end (31/12/2023) and subtract 35.69% of that number, then the eligible total is predicted to be nearer a 2,251-2,264 range (or 1,041-1,054 short of the 3,305 total – i.e., 25%)

Inward Investment Service

Jobs	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	808	627	261	+366

Information and Diagnostic Support	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	160	*266	60	+206

New Project and Expansion Successes	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	40	22	17	+5

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
26	140	0	0	120	0

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
9	14	7	7	14	8

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
2	2	0	0	1	0

31/12/23 Prediction	
Actual	% of target
1,100-1,110	c.137%

31/12/23 Prediction	
Actual	% of target
450-470	c.290%

31/12/23 Prediction	
Actual	% of target
39-42	c.100%

Note: Information and Diagnostic Support

- 266 companies supported with one or more information and diagnostic advisory based engagement since the start of the contract (15/02/2021).
- Using the same prediction formula this comes out at 471. The downward trend in the Q6+Q7 performance would suggest a prediction of 405-410 is more accurate. However, the recent CCN reallocating LGF funds has already seen the team increase from 5.3 FTE to 7.3 FTE in headcount, so the 471 prediction is an accurate reflection.

Note: New Project and Expansion Successes

- The downward trend in the Q6+Q7 performance does not tell the 'quality' story, which is in fact alluded to in the jobs data. Three of the successes in the period generated 260 jobs, all high value added jobs.

SERVICE LINE DATA: Skills Service, and Grants and Equity Service

NOTE: data is 15th February 2021 to 30th September 2022.

Skills Service

Apprenticeships	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,400	*266	351	-85
Learning Outcomes	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,705	650	792	-142
ESF - CO23	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	276	85	90	-5
ESF - R9	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	207	35	48	-13

Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
11	46	3	5	20	40	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
61	19	27	35	44	41	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
6	3	4	5	4	4	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
3	3	0	3	1	5	

31/12/23 Prediction	
Actual	% of target
470-475	c.34%
31/12/23 Prediction	
Actual	% of target
1,150-1,180	c.68%
31/12/23 Prediction	
Actual	% of target
150-160	c.56%
31/12/23 Prediction	
Actual	% of target
62-72	c.33%

Note: Apprenticeships

- Data for Apprenticeships in not a 'true' picture. Currently the data shown here represents cases where GWWS has 'touched' a company and directly been involved in the creation of an apprenticeship. The contract requires that GWWS measure apprenticeships created above an agreed baseline at the end of years 1, 2 and 3. This data is supplied to GWWS by CPCA.

Grants and Equity Service

Jobs	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,455	684	706	-22
SME CapEx Grants	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	56	67	37	+30
Equity Projects*	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	40	1	15	-14
Equity Capital Placed*	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	£18m	£1.5m	£6m	-£4.5m

Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
38	63	0	12	11	10	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
2	5	0	3	2	1	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
0	0	0	0	0	0	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
£0	£0	£0	£0	£0	£0	

31/12/23 Prediction	
Actual	% of target
1,010-1,015	c.69%
31/12/23 Prediction	
Actual	% of target
*77-82	c.143%
31/12/23 Prediction	
Actual	% of target
2	4.42%
31/12/23 Prediction	
Actual	% of target
£2.653m	14.74%

Note: SME CapEx Grants

- Calculating predictions by extrapolating from actual performance gives an inaccurate prediction for this leading indicator. With circa 80%+ of the available funds awarded, we anticipate not more than an additional 10-18 awards in the final 15 months of the contract.

Note: Equity*

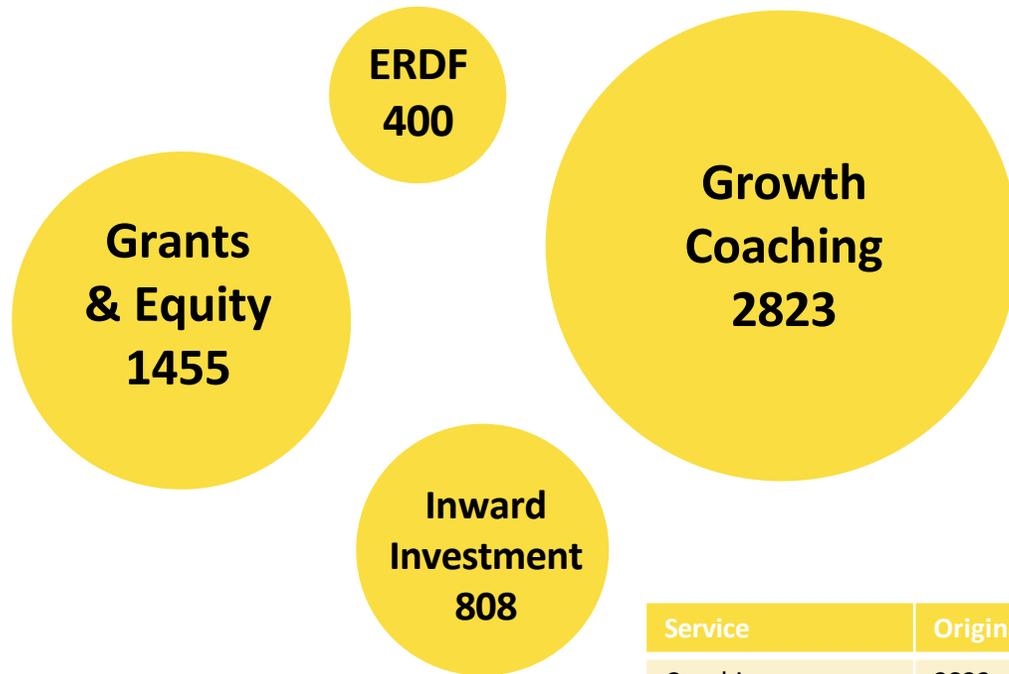
- The Equity Service was recreated and redeployed, in late September 2022, via a Change Control Note (CCN) that transferred it from the initial sub-contractor directly to GEG.

Appendix 4: Programme Review Recommendations Summary

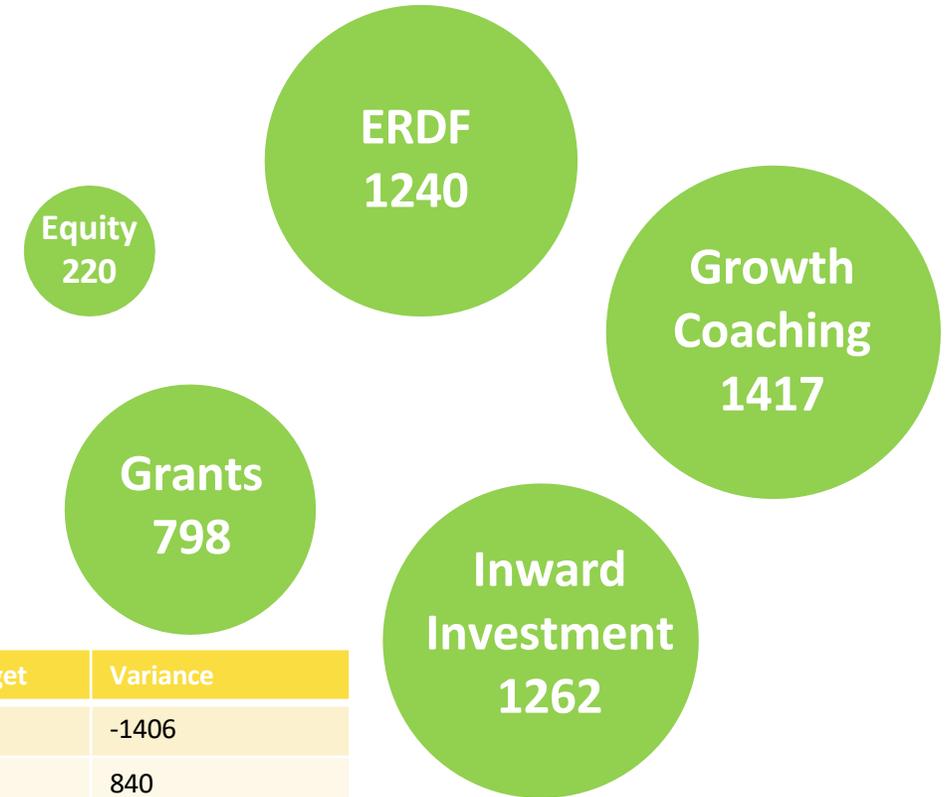


Job Profile – Current vs Proposed

Current Target



Proposed Target



Service	Original Target	Revised Target	Variance
Coaching	2823	1417	-1406
ERDF	400	1240	840
Inward Investment	808	1262	454
Grants	1455	798	-657
Equity		220	220
Totals	5,486	4,937	-549



Agenda Item No: 3.2

Employment and Skills Strategy Implementation Plan

To:	Business Board
Meeting Date:	14 November 2022
Public report:	Yes
Lead Member:	Chair of the Business Board, Alex Plant
From:	Interim Associate Director for Skills, Fliss Miller
Key decision:	No
Recommendations:	The Business Board is recommended to: Endorse the Employment and Skills Strategy implementation plan.

1. Purpose

- 1.1 The Business Board is asked to endorse the Employment and Skills Strategy Implementation Plan. This plan will be taken into consideration as the Implementation plan for the Economic Growth Strategy Implementation Plan is developed in the Autumn.

2. Background

- 2.1 On 26 January 2022, the Combined Authority Board unanimously approved the Employment and Skills Strategy, attached at Appendix 1.
- 2.2 This strategy builds on the ambition for Cambridgeshire and Peterborough set out in the 2019 Skills Strategy. The updated vision is for a successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities and enabled by an inclusive, world-class local skills system that matches the needs of employers, learners and communities.
- 2.3 The Employment and Skills Strategy focuses on four core themes:
- Pre-work learning and formal education
 - Employer access to talent
 - Life-wide and lifelong learning
 - Support into and between work
- 2.4 For each of these themes, long-term outcomes have been identified, underpinned by a subset of core short-term priorities and objectives, which will assist in delivering the long-term outcomes.
- 2.5 To ensure the Employment and Skills Strategy delivers on its ambition, a comprehensive implementation and delivery plan has been developed. This plan was approved by the Skills Committee on 5 September 2022.

3. The Employment and Skills Strategy Delivery Plan

- 3.1 The Employment and Skills Strategy Implementation Plan sets out the path for change, identifying longer term system wide projects which will address many systemic challenges within the skills system, based on desk-based research and engagement with skills stakeholders.
- 3.2 The Implementation Plan also outlines the proposed additions to the management and governance structure, and how the proposed functions will engage with the existing governance structure.
- 3.3 The plan sets out the findings of the mapping and gapping exercise, and provides analysis of any gaps and, where changes are needed, further outlines a timeline of activity which highlights implementation plan review points.
- 3.4 The Implementation Plan also updates the progress measures indicators with the latest

data. A table comparing the baseline and 2022 data for each district is provided in Appendix 3 of the plan.

Significant Implications

4. Financial Implications

- 4.1 The implementation plan redirects and reprioritises existing investments in the skills portfolio, rather than requiring any additional funds to be awarded.

5. Legal Implications

- 5.1 There are no legal implications at this stage

6. Public Health implications

- 6.1 The report recommendations have positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society. In addition, some of the actions identified in the strategy are to develop skills in the health care sector.

7. Environmental and Climate Change Implications

- 7.1 The report recommendations have positive implications for net zero, as significant focus is given to green skills and careers.

8. Other Significant Implications

- 8.1 There are no significant implications.

9. Appendices

- 9.1 Appendix 1 - Employment and Skills Strategy Implementation Plan

10. Background Papers

- 10.1 None



Appendix 1

Cambridgeshire & Peterborough Combined Authority

Employment and Skills Strategy Implementation Plan

Metro — Dynamics

1

Contents

1	Introduction	1
2	Vision, outcomes & priorities	4
3	Delivering the vision	10
4	Next steps	21
5	Monitoring our progress	24
	Appendices.....	29

1 Introduction

Employment and Skills Strategy

In January 2022 Cambridge and Peterborough Combined Authority (CPCA) published an updated Employment and Skills Strategy (ESS).

Developed over the second half of 2021 in collaboration with stakeholders across the six local authority areas, the strategy builds on the 2019 Skills Strategy by providing an updated vision for skills and employment in the area, and what this means for each of the groups interacting with the skills ecosystem - people, employers, providers and place leaders.

Figure 1. CPCA Vision for Employment & Skills

A successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable and healthy communities and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners and communities.

In which...



People experience fulfilment and good physical and mental health with productive, quality working lives. They drive their own learning and career journeys and feel confident to enter and re-enter the labour market over the course of their lives. They can access support and learning to meet their personal and work ambitions when and how they need.



Employers are providing good quality jobs; have the skills they need in their staff and can recruit the right person for the right job. They understand their skills needs and their inputs shape an agile, responsive skills system that delivers a regional pipeline of talent, matched to job opportunities to support strong businesses and enable business growth.



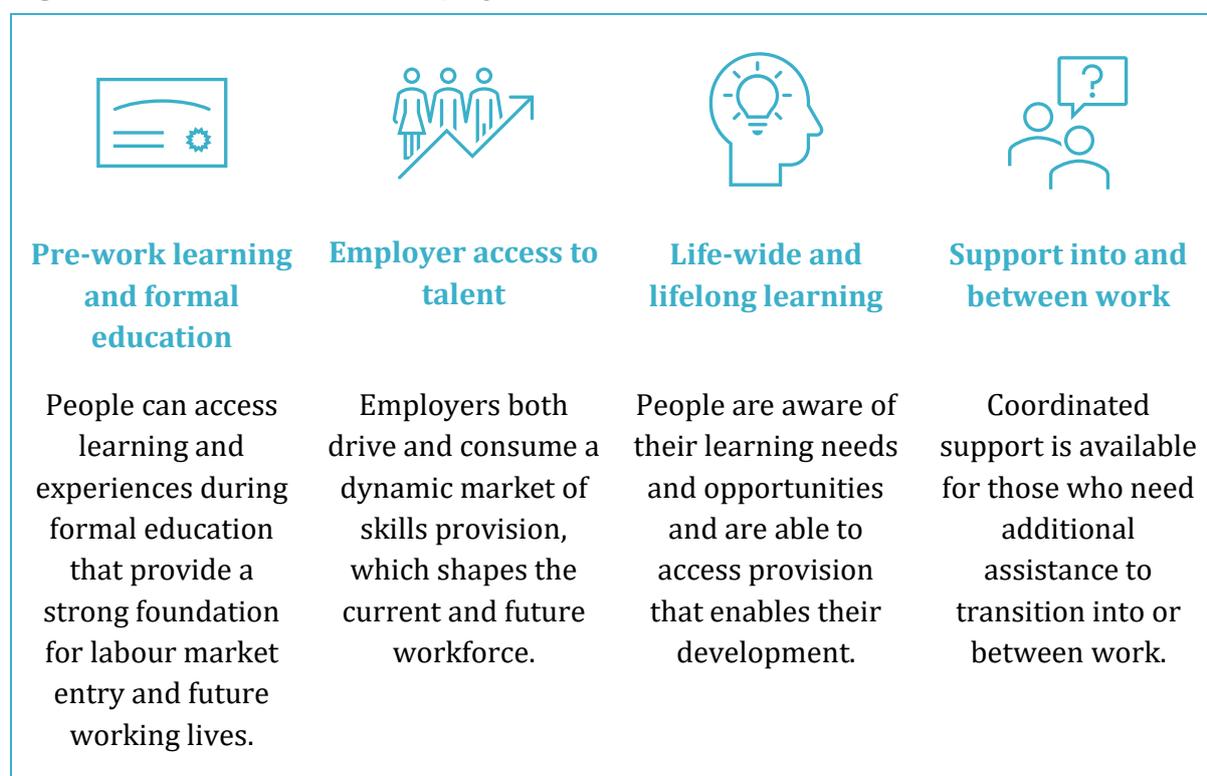
Providers work collaboratively across Cambridgeshire and Peterborough in an integrated education and skills system to deliver learning, qualifications, careers education and support to enable people to enter the labour market in the ways that suit individual's needs and ambitions.



Place leaders secure outcomes for the whole place, convening and supporting collaboration between employers and the integrated skills system, as well as linking into other local services for people across Cambridgeshire and Peterborough to lead healthy lives and fulfilling careers.

These vision statements are underpinned by series of short-term priorities and longer-term outcomes categorised under the four strategic themes:

Figure 2. Core themes for employment and skills



This Document

The development of this Implementation Plan signals a key milestone in realising CPCA's vision for employment and skills. It is a vehicle that supports the transition of the strategy from an articulation of evidence and aspirations for the Cambridgeshire and Peterborough's skills systems into a live document that provides a practical road map for realistic and achievable delivery.

The purpose of the Implementation Plan is to guide the first stage of strategy delivery and to cement a shared understanding of what is to be delivered, how, when and by who in order to realise longer term strategic ambitions. In reiterating the objectives for the region's employment and skills pathways, the Implementation Plan also acts as a call to action for local employers and anchor organisations to work collaboratively and constructively to generate meaningful impact.

The document is split into four sections:

- **Vision, outcomes & priorities:** a brief reiteration of the objectives of the Employment and Skills Strategy and alignment with the local and national strategic context.

- **Delivering the vision:** identification of the key actors within Cambridge and Peterborough's skill system and their role in supporting the successful delivery of the strategy, as well as a review of the current and planned initiatives that contribute to short term priorities and long-term outcomes and an action plan for addressing gaps in implementation.
- **When we will get there:** a timeline of activity and milestone reviews of implementation progress.
- **Monitoring our progress:** an outline of measures of success and our approach to monitoring and evaluation.

2 Vision, outcomes & priorities

Wider Strategic Context

The ESS sits within a busy national and regional policy landscape which CPCA and skills system stakeholders must be keep abreast of to maximise opportunities to leverage funding into the region. The ESS has strong links between the long-term outcomes and short-term priorities and recommendations set out in other strategic plans, as indicated by the brown shading in Figure 3 below.

Several strategically important documents have been published and legislation has been passed since the creation of the ESS:

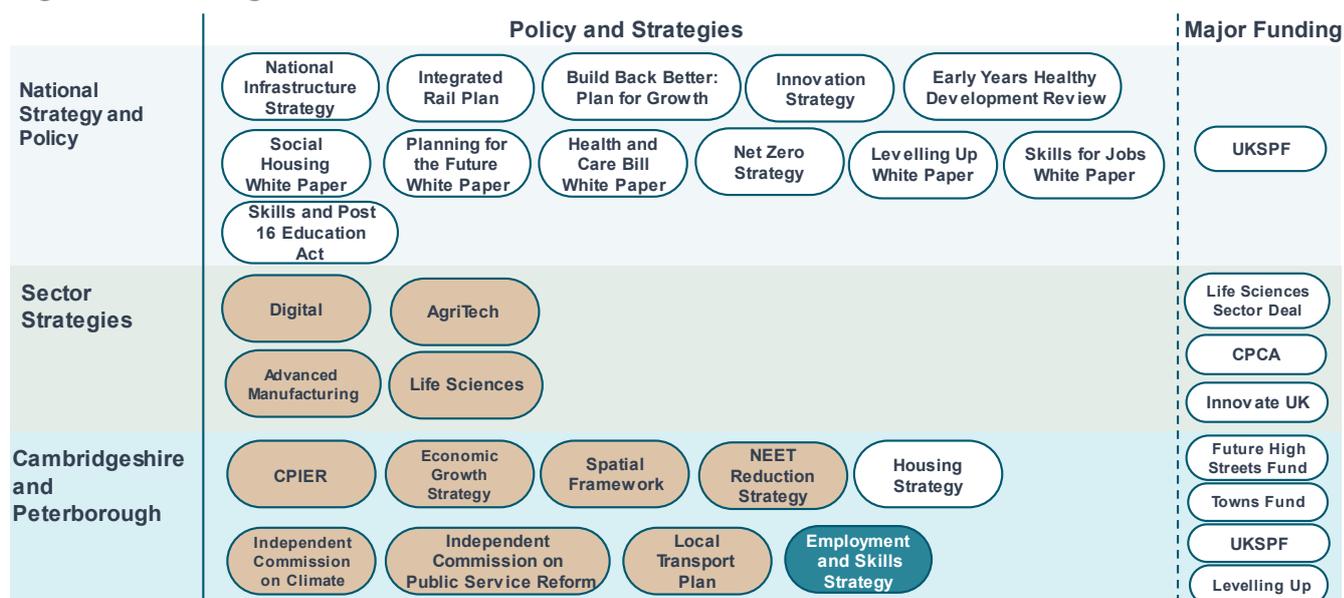
- The Skills and Post 16 Education Act (2022) has important implications for how colleges and the CA will work with Employer Representative Bodies in producing Local Skills Improvement Plans (LSIP). There are reforms to adult skills funding, FE accountability arrangements and an acceleration of the technical education reforms.
- The Levelling Up White Paper, published in February 2022, has substantial synergy with the Employment and Skills Strategy. Education and skills at the forefront of the Levelling Up agenda, with a focus on ensuring opportunities are accessible to all and placing employers at the heart of local skills systems.

The Levelling Up White Paper contains several relevant missions, including education and skills – and reaffirms pledges such as the introduction of a Lifelong Loan Entitlement, Skills Bootcamps and the creation of Education Investment Areas – and the deepening of devolution which are aligned to CPCA’s life-wide and lifelong learning priority.

The Levelling Up and Regeneration Bill is currently passing through parliament and is at committee stage and its aims include, making provision for the setting of levelling-up missions and reporting on progress in delivering them and increasing local democracy through devolution.

- The UK Shared Prosperity Fund similarly focuses on people and skills as one of its key priorities as exemplified by the creation of the Multiply adult numeracy programme. An allocation of £4m of Multiply funding over three-years, presents CPCA and partners with an opportunity to increase engagement of adults with low numeracy skills and number-confidence in the workforce, while giving adults who don’t already have maths qualifications at Level 2, the opportunity to build their confidence, skills to support employment, in-work progression and wider number skills such as financial literacy.

Figure 3. Strategic Context

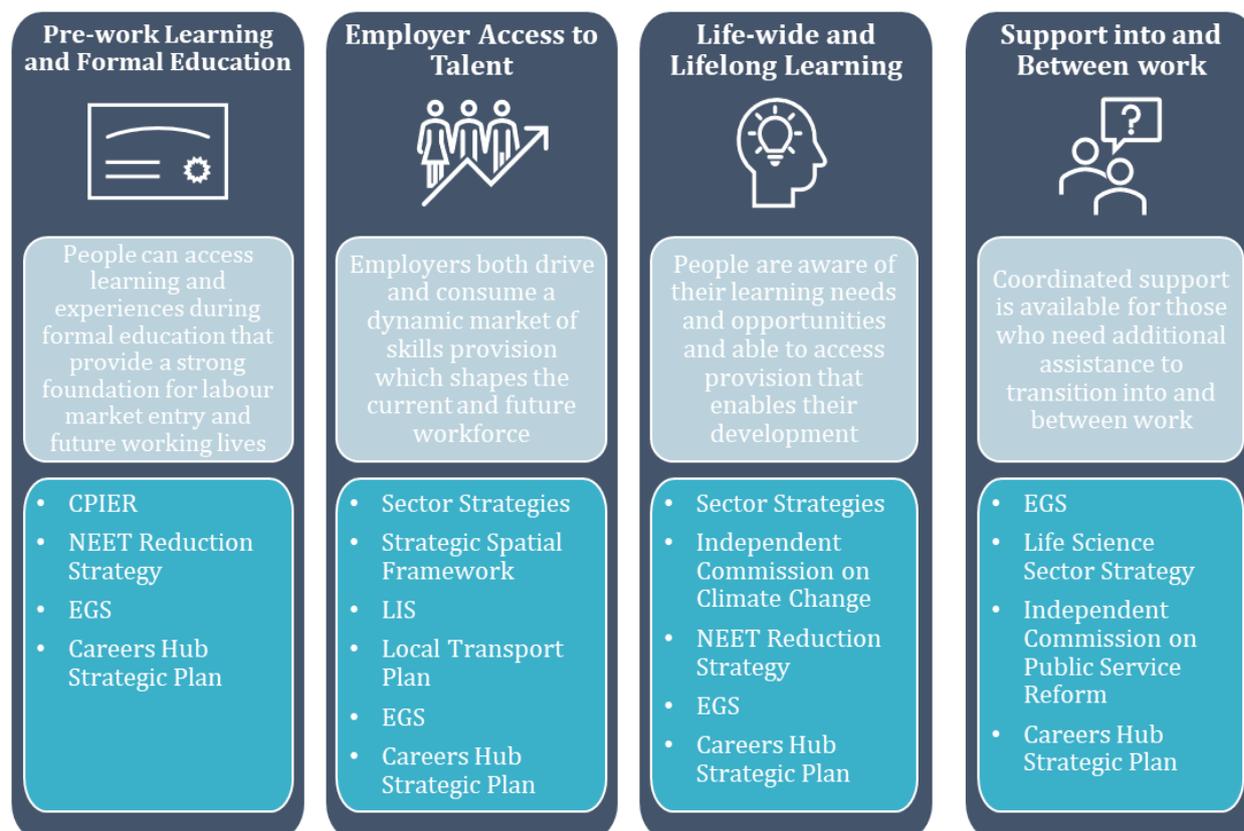


At a regional level, Cambridgeshire County Council and Peterborough City Council have developed a NEET (Not in Education, Employment or Training) Reduction Strategy which articulates the importance of reducing the number of NEET young people in the region. It calls on partners to take a collaborative approach to focus on early intervention and prioritizing opportunities to sustain NEET reduction, which is well-aligned to the Pre-Work Learning and Formal Education and Support into and Between Work Employment and Skills Strategy themes. To support this, CPCA has commissioned a new Youth Offer for 19 to 24-year-olds, to ensure that ‘older’ NEETS have the right support to re-engage in training and employment. This commences in September 2022 and will support an additional 600 young adults, adding to our core funded provision in colleges. In addition, it is the intent of the Careers Hub to support effective work transitions for young people as a preventative measure for residents becoming NEET.

Education and employment outcomes for Care leavers in Cambridgeshire and Peterborough are below the national average for England and so a new Care Leavers Bursary was introduced for 19 to 22-year-olds, to encourage and support them to continue in post-19 education and training. To date, 60 Care Leavers have benefited from the scheme in 2021/22 and it will continue with additional ‘wrap-around’ support into 2022/23.

An overview of the local strategies alignment to the core themes of the Employment and Skills Strategy is shown in Figure 4 below. A more detailed analysis of the specific recommendations within wider CPCA policy links to the Employment and Skills Strategy is provided in Appendix 1.

Figure 4. CPCA Strategic Alignment



Employment and Skills Strategy

The vision for the skills system in Cambridgeshire & Peterborough is a long-term project. The starting point is ensuring that short-term strategic priorities are approached as a step in the right direction towards longer-term change. With this in mind, the strategy sets out a series of long-term outcomes and short-term priorities to steer the work of partners, as shown in Figure 5.

Figure 5. CPCA long-term outcomes and short term priorities for employment and skills

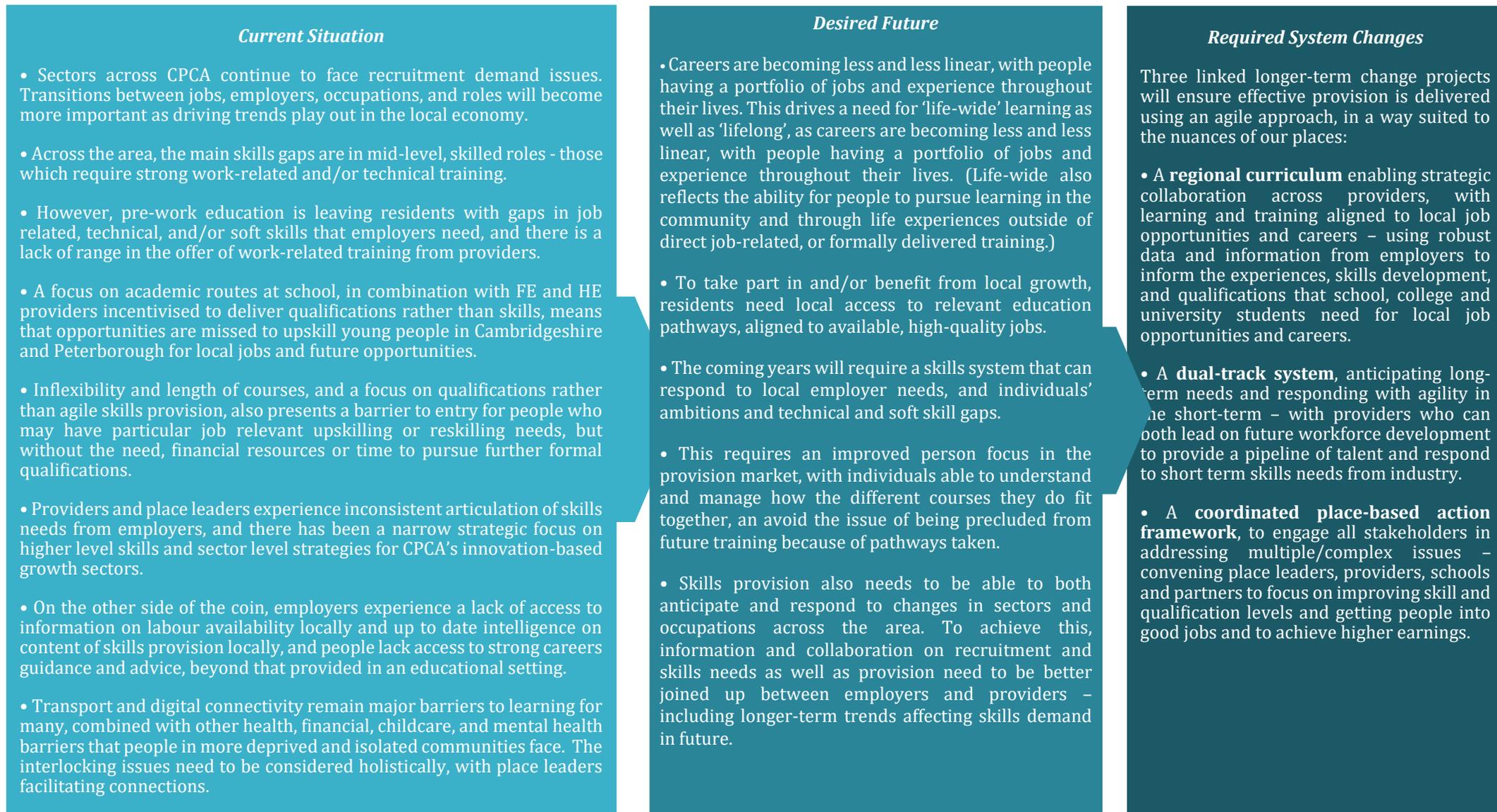
Core themes	Long-term outcomes	Short-term priorities
 <p>Pre-work learning and formal education People can access learning and experiences during formal education that provide a strong foundation for labour market entry and future working lives.</p>	<ul style="list-style-type: none"> • People understand how their ambitions can be realised through learning and training and are connected to opportunities, experiences and role models. • Providers have increased numbers of students taking courses and apprenticeships aligned both to local job opportunities and their interests and ambitions. • Providers are outcomes driven, progressing learners into and between jobs and careers with the skills – from basic employability to soft skills, to technical capabilities – that employers need. • Skills system drives social mobility with access to advice, skills, and opportunities. 	<ul style="list-style-type: none"> • Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance. • Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse. • Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations. • Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building.
 <p>Life-wide and lifelong learning People are aware of their learning needs and opportunities and able to access provision that enables their development.</p>	<ul style="list-style-type: none"> • People are drivers of their own learning and work journey, making informed decisions about the selection of training, development and work activities that are right for them. • People are equipped with the soft and technical skills to respond to opportunities in the labour market and see clear pathways into and between a variety of occupations and careers. • People can access - physically and digitally – and navigate an agile and responsive skills system to upskill and reskill throughout their careers. • Providers are outcomes driven, progressing learners into and between jobs and careers with the skills – from basic employability to soft skills, to technical capabilities – that employers need. 	<ul style="list-style-type: none"> • Improving access to careers information, advice and guidance at any age. • Providing support to upskill and reskill in response to economic restructuring (e.g. following covid-19, Brexit, further digitisation, as net-zero transition intensifies). • Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g. short courses/ online/blended learning). • Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders.
 <p>Employer access to talent Employers both drive and consume a dynamic market of skills provision, which shapes the current and future workforce.</p>	<ul style="list-style-type: none"> • Employers can access a pipeline of skilled people seeking to move into the workforce and the right skills development training for their current staff. • Employers can easily access – physically and digitally - and navigate support to adapt their workforce planning in response to structural changes in the economy. • Employers can and do articulate their skills needs both in terms of long-term workforce planning/strategy (skills for which they have consistent/repeating demand over time) and short-term workforce demand (skills which for which they have an immediate, unmet need). • Employers have well defined and designed jobs, for which the skills requirements and development prospects are clear to staff and candidates. • Providers collectively plan, design and deliver learning and training provision responding to employers’ long-term needs and can respond with agility to short-term demand. 	<ul style="list-style-type: none"> • Supporting covid recovery, growth and net-zero transition by developing priority skills and responding to acute issues. • Driving up and sustaining employers’ engagement with and influence on education and training. • Embedding modern work practices and conditions and improving job quality.
 <p>Support into and between work Coordinated support is available for those who need additional assistance to transition into or between work.</p>	<ul style="list-style-type: none"> • People can access support into education and employment how and when they need it, at any point in their lives and whatever their starting point. • Place leaders collectively reduce barriers – health, mental health, digital and connectivity – for people to access learning, training and employment. 	<ul style="list-style-type: none"> • Supporting unemployed and NEETs into training and employment. • Providing support for disadvantaged groups to access the labour market. • Targeting support for Covid-19 recovery and transitions for displaced workers

System change

The vision set out in the Employment and Skills Strategy cannot be delivered without achieving real change in the skills system across the area, enabling partners to resolve entrenched issues, tackle those which have arisen more recently and mitigate the risks posed by current circumstances.

Figure 6, below, sets out the case for change in the system. Together partners across the area need to start preparing the ground for this bigger change project, ensuring that short-term delivery against strategic priorities facilitate incremental steps towards a new way of working.

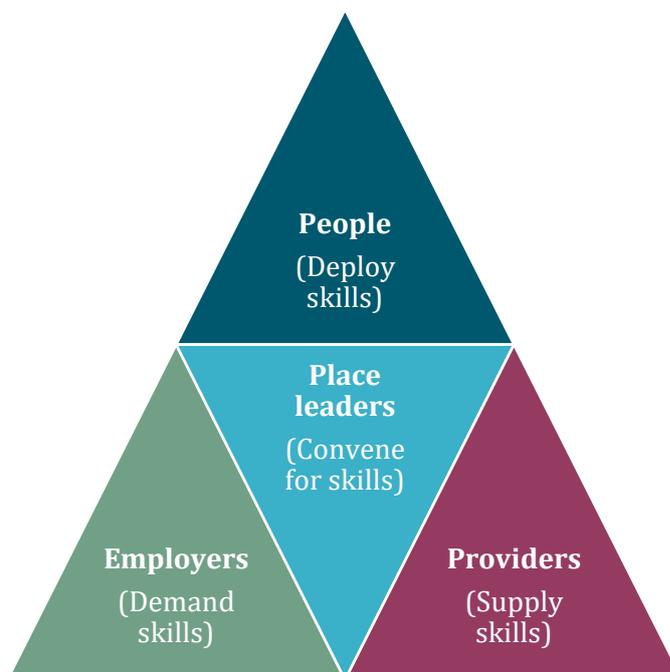
Figure 6. Logic underpinning system change



3 Delivering the vision

Who will act

The updated ESS places the four key interrelated anchors of the skills infrastructure – people, employers, providers and place leaders – at the heart of the vision for skills in Cambridgeshire and Peterborough. If delivered successfully, the strategy should result in a skills model whereby people are empowered to take charge of their learning and career journeys, providers work collaboratively across the patch to offer inclusive and high-quality employment pathways, employers have access to a diverse talent equipped with the right skills for the future and place leaders effectively convene to leverage opportunities for all.



Each must act purposefully to translate this vision and drive a truly dynamic local system that meets the differing needs of the region’s communities. Action cannot happen in isolation but must be cohesive and collaborative, with effective structures in place to ensure each pillar is represented and has a voice in shaping change and reaching strategic objectives.

Under CPCA’s existing governance, management and delivery structures (see Appendix 2) People and Employers currently have limited representation in the skills context. To curate the skills system for Cambridgeshire and Peterborough envisioned in the ESS, structures need to be adapted to give a greater voice to employers and people to enable them to drive the local agenda. There is also an opportunity to enhance communication between different committees and advisory panels to ensure that all places and people are considered in strategic decision making. This is about adding value to Cambridgeshire and Peterborough’s

existing governance structures to work in a more informed and integrated way, to successfully support the strategy transition from development to implementation, rather than creating complex governance and reporting systems.

Governance for effective implementation

The proposed governance structure for the skills function of CPCA is shown in Figure 7, in which the new entities are indicated by a star. All proposals outlined below are in line with the recommendations of the CPCA governance review.

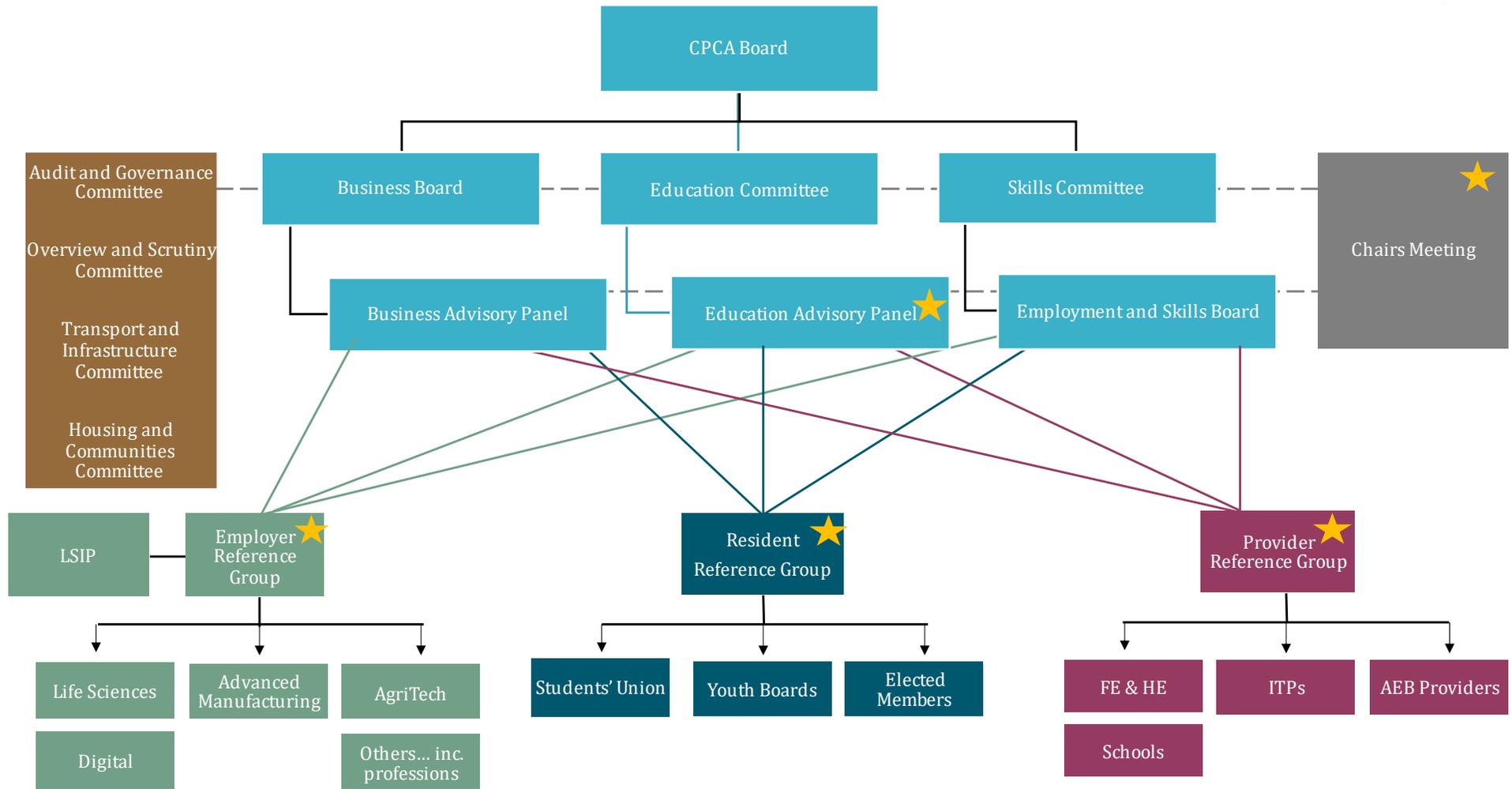
As part of the early implementation of the ESS, Terms of Reference (ToR) should be coproduced for each new function which outlines the remit, membership, governance (accountability and reporting lines) and meeting frequency of the group.

Consideration should be given to the creation of an **Education Advisory Panel (EAP)** to support the work of, and be accountable to, the Education Committee. The EAP should have a similar remit to the Business Advisory Panel (BAP) and Employment and Skills Board (ESB), providing evidence to support strategic decision making as well as responsibility for implementation of assigned elements of the ESS.

The creation of the **reference groups**, categorised by Employer, People and Provider representation, should also be considered to support strategy implementation. Thematic reference bodies are common forums within Combined Authority Governance structures. They are designed to be multi-functional: their thematic composition allows them to provide evidence-based insight and recommendations and existing operational focus of the membership makes them well placed to be a key delivery mechanism of strategic activity. Existing Committees within CPCA, including those beyond a core skills focus, may commission the reference groups to engage appropriate partners and stakeholders and build up an evidence base to assist in the development of key strategy relevant to their thematic area.

A **Chairs Meeting** is suggested to ensure the flow of information between CPCA's different governance functions. Membership to the Chairs Meeting should be composed of the Chairs of the committees show in Figure 7 and should meet every six months (with the option to increase frequency to quarterly) to review strategic progress across CPCA's policy platform and identify opportunities to collaborate and inform future decisions.

Figure 7. Proposed Governance Structure



A well-functioning governance system must be underpinned by both a shared commitment to delivery and understanding of the role and remit of each function. Table 1 provides an overview of the broad functions of the different governance elements, with RACI designations assigned:

- **Responsible:** persons/group charged with delivering an activity.
- **Accountable:** persons/group accountable for the delivery of strategic activity.
- **Consulted:** persons/group which provides feedback and contributes to a decision or activity.
- **Informed:** persons/group which should be kept informed of activity milestones and key decisions.

Table 1. RACI Analysis

Entity/Group	Representation	Responsible	Accountable	Consulted	Informed
CPCA Board	Place leaders	✓			✓
Business Board	Employers			✓	✓
Cambridge Public Service Board	Place leaders				✓
Skills Committee	Place leaders	✓	✓		
Education Committee	Place leaders	✓	✓		
Transport and Infrastructure Committee	Place leaders				✓
Housing and Communities Committee	Place leaders				✓
Employment & Skills Board	Employers/People / Providers	✓	✓		
Business Advisory Panel	Employers				✓

Entity/Group	Representation	Responsible	Accountable	Consulted	Informed
Education Advisory Panel	Providers/People	✓	✓		
Chairs Meeting	Place leaders				✓
LSIP	Employers	✓	✓		
Digital Sector Group	Employers	✓	✓	✓	
Life Sciences Sector Group	Employers	✓	✓	✓	
AgriTech Sector Group	Employers	✓	✓	✓	
Advanced Manufacturing Sector Group	Employers	✓	✓	✓	
CPCA Growth Hub	Employers/ People	✓			
AEB Grant Fund Providers	Providers	✓		✓	
College Principals Group	Providers	✓		✓	
ITPs	Providers	✓		✓	
Youth Board	People			✓	
Students' Union Representatives	People			✓	
Elected Representatives (Resident Reference Group)	People			✓	

Action already being taken

The shared understanding of who will fulfil the delivery, advisory and oversight functions of implementation must be complemented by a comprehensive overview of the full portfolio activity being delivered across the CPCA geography as well as planned initiatives. This will enable the identification of interventions which are well aligned to the short-term priorities and anticipated longer term outcomes of the Employment and Skills Strategy and therefore should be continued and intensified, and which activities do not contribute to strategic ambitions and as such should be adapted, curtailed or stopped. The mapping of current and future interventions will also help decision makers identify gaps in activity and will support ongoing monitoring of implementation progress.

A comprehensive mapping tool has been developed to support implementation. Each current and future intervention has been reviewed against the scoring matrix shown in Table 2 to assess, its delivery effectiveness and strategic alignment.

Table 2. Mapping Scoring Matrix

Score	Deliverability	Strategic Fit
0	Delivery of intervention has not started.	N/A
1	Intervention is not delivering against any anticipated outcomes, and it is unlikely/unrealistic that changes can be made to improve delivery.	The intervention does not align to any of the strategic priorities or outcomes, and it is unlikely/unrealistic that changes can be made to increase strategic fit.
2	Intervention is consistently underperforming against anticipated outcomes and would require significant adaption to improve delivery.	The intervention has minimal alignment to strategic priorities or outcomes and would substantive changes increase strategic fit.
3	Mixed performance to date however changes could stabilise and improve delivery against outcomes (e.g., more, sooner, better quality).	The intervention is partially aligned to strategic priorities or outcomes however substantive changes could improve strategic fit.
4	Intervention is delivering well, however minor changes would improve delivery against outcomes (e.g., more, sooner, better quality).	Intervention is well aligned to strategic priorities and outcomes; however minor changes could further enhance strategic fit.
5	Intervention is consistently delivering strongly against anticipated outcomes.	Intervention is strongly aligned to strategic priorities and outcomes and requires no refinement.

This dual approach to activity monitoring provides CPCA and delivery partners with an appropriate level of detail to inform strategic decision making. For example, in instances where activity scores poorly on deliverability and strategic fit, decision makers may decide to stop the intervention and reallocate resource to other initiatives. Instances where there is a strong strategic fit but a low delivery score – or vice versa – decision makers may decide to adjust elements of activity to ensure it effectively contributes to implementation.

As part of the development of the implementation plan, a master spreadsheet was created which maps and scores each current and planned interventions. This will be an instrumental tool for CPCA and skills system partners for both strategic planning and monitoring implementation progress. It will be important that action plans taken forward at district level (already developed for South Cambridgeshire, aligned to the ESS, and in progress in East Cambridgeshire) can be linked into this to capture and evaluate activity across the area.

The below table demonstrates an overview of the progress made and current average strategic fit and delivery quality scores for each short-term priority, as well as the number of projects currently in the pipeline. It is important to note that in this overview, projects which have not started yet (and so received a deliverability score of 0) have not been included in the average score.

Table 3. Employment and Skills Strategy activity mapping analysis

Theme	Short-term priority	Average deliverability score	Average strategic fit score	Projects in Pipeline	Overall assessment
Pre-work learning and formal education	Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance	3.5	4	7	Most projects are undeveloped as they have not started yet or are still in the pipeline. Despite there being a number of projects in the pipeline, refinement and clarification is needed to ensure they deliver ESS strategic ambitions.
	Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse	2.75	4.1	7	Most projects are underdeveloped, though with strong alignment with the ESS but lack of available funding and clarification of project scopes, and a more focused effort will be required.
	Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations	3.6	4.25	4	Projects are more developed and some align strategically with the ESS, however, more clarification and drive is needed to deliver these projects.
	Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building	0	5	3	There are four projects that align with this theme's short-term priority. More can be done to further support this priority as the current projects have either not started yet or are still in feasibility stage.
Life-wide and lifelong learning	Improving access to careers information, advice and guidance at any age	3	4	2	These projects are well aligned with the ESS and will deliver against the strategic ambitions, though more focus is needed on refining the delivery and ensure targets will be met.
	Providing support to upskill and reskill in response to economic restructuring (e.g., following Covid-19, Brexit, digitisation, as net-zero transition intensifies)	2.8	3.6	9	Projects are generally aligned with the ESS, but delivery outcomes are lower than expected or projects have not started yet. More information and resource is needed to measure impact and delivery effectiveness for most projects.
	Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g., short courses/ online/blended learning)	2	3	1	The project is underway however apprenticeship uptake in the Combined Authority is consistently behind national profile. More needs to be done to improve outcomes.
	Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders	3.5	4	2	Projects are well aligned with the ESS short-term priority. Positive outcomes have resulted from one project, while the other is still in the pipeline.
Employer access to talent	Supporting covid recovery, growth and net-zero transition by developing priority skills and responding to acute issues	2.3	4.5	4	Projects are strongly aligned with the ESS, but delivery is slow and underperforming. Support is needed to improve delivery outcomes.
	Driving up and sustaining employers' engagement with provision	3.2	4.3	16	Several projects supporting the ESS short-term priority with strong strategic alignment. Some projects have not started yet and need resource to find available funding or drive improvement of outcomes.
	Embedding modern work practices and conditions and improving job quality	0	5	1	Good employment charter project is still in the pipeline so support will be needed to deliver this effectively in a way which will benefit and support the ESS.
Support into and between work	Supporting unemployed and NEETs into training and employment	3	4	2	Both projects are strongly aligned to the ESS. Delivery is happening, however insufficient monitoring is in place to fully understand quality and impact though one project is consistently underspending and will need support to increase this.
	Providing support for disadvantaged groups to access the labour market	3	4	1	Project is well aligned to the ESS short-term priority and delivery is underway but needs additional resource to improve outcomes.
	Targeting support for Covid-19 recovery and transitions for displaced workers	n/a	n/a	0	<i>Currently there are no projects specifically supporting this short-term priority, as the covid response period has passed.</i>

Additional action required

Table 3 illustrates that the current portfolio of skills activity is well aligned to the ESS, yet improvement in deliverability (quality, pace and scale) is required across the board. Whilst many interventions contained in activity tracker fall under Business as Usual for CPCA and partners, they form integral stepping stones on the path to system change and provide useful mechanisms for strengthening collaborative working across geographies and the skills system.

Short-term priorities with low deliverability scores should be prioritised for action, notably under the 'capital investment to improve teaching facilities and kit' and 'embedding modern work practices and condition and improving job quality' strands, the latter of which only has one project identified as supporting strategic realisation. Early tasks include:

- Expedite the feasibility stage of the development of the additional FE centres to address cold spots (East Cambridgeshire and Huntingdon) and the Net Zero Centre (Wisbech); and,
- Begin development of the Good Employment Charter, which cuts across both skills and business outcomes for the CA. A CPCA lead should be identified for this project, as well as delivery partner(s) that will have responsibility for development and delivery.

To enhance the deliverability score of remaining interventions, CPCA and partners should then focus on the planned activity which is yet to begin delivery. Where this has not already been established, decisions must be made to prepare for delivery such as assigning delivery responsibility, identifying appropriate funding sources, securing funding and agreeing timelines and geographies for implementation. The following activities are noted as requiring action to begin delivery:

- Flexi-Job Apprenticeships;
- Exploring Higher Technical Qualifications (HTQ'S) with local providers to understand future provision requirements;
- Creating working groups within ESB members to inform and support the development of technical and vocational skills projects;
- Investigating the role feasibility of an Institute of Technology within the CPCA area;
- Foresight analysis of in-demand sectors and occupations within CPCA area;
- Creating a fully funded youth offer for 19-24 years old through CPCA funded provision;
- Implementing climate education, including Education for Sustainable Development (ESD) and Carbon Literacy;

- Establishing a Local Digital Skills Partnerships (DSP) programme;
- Creation of the Green Skills Centre; and,
- All skills-related strategic objectives outlined in CPCA’s sector strategies.

Many of the initiatives contained in the mapping spreadsheet will be delivered over the next two years. Regular review and planning sessions are therefore required over the longer term to ensure there is appropriate volume and blend of activity.

System change

There has already been a commitment to the development of five-year delivery plans across the area. Delivering the long-term change projects also requires the development of a mechanism that brings together providers of different types in meaningful engagement about the provision on offer – to negotiate and reach agreement on what people will and will not deliver.

The aim is for this to enable a fusion of provision – a series of ‘T-shaped’ offers, which together combine to form a whole, with limited duplication, providers able to focus on specific strengths and the ability to act as a connected network providing access to education and training across the area.



Providers with specialisms will take responsibility not only for provision, but also convening and distributing foresight on future developments in their specialist areas – connecting to local businesses, employers and research functions within institutions *and* looking nationally and internationally at relevant trends, to design course content.

Clarity on specialisms will simplify access to the system for employers, both as consumers of training and co-designers of it. The importance of employers’ contribution in this respect cannot be understated. Enabling them to provide insights on requirements to shape design *and* skilled capacity to underpin delivery, will be critical to ensuring training supply is truly responsive to industry needs. Ensuring this can happen in a way that works for employers, providers and participants will be a key part of the long-term change projects.

These changes are no small ambitions. Realising them will require confident collaboration and purposeful action. Over the short-term this will involve:

- Forthcoming work on the areas Strategic Development Fund (SDF) project provides a first step on purposeful collaboration across FE. This should be evaluated during delivery to learn lessons along the way on what has worked well/could be done better to agree who will do what.
 - Where other cross-disciplinary projects are happening, ensure ‘what works’ is capture and shared. E.g., Centre for Green Technology, Changing Futures – making every adult matter, DWP – collaborative Individual Placement

Support in Primary Care, Public Sector Skills Academy, Integrated Care System

- An options analysis and selection of a preferred model for collaborative planning. This will require identification a task and finish group with representation from Further Education, Higher Education and Independent Training Providers.
- Formalising a proposed structure for the five-year delivery plans, ready to be in place for the next academic year. This to include:
 - A 'Skills Investment Framework' to separate out established, recurring core skills needs, from temporal, short-term, responsive skills and emerging/future skills needs.
 - Analysis of participation by subject across the area to understand cross-cutting versus specialisms – aligned to workforce activity.
- Bring together a wider pool of sector expertise/strategic advice– plus pan-sectoral occupational insights (Sector Reference Group).
- Explore options for a Strategic Investment Fund with discretionary flexibility on spending, using AEB as an initial pilot.

4 Next steps

As noted in the introduction, the purpose this plan is to guide the first stage of strategy delivery and to cement a shared understanding of what is to be delivered, how, when and by who to realise longer term strategic ambitions. Any plan is a live document, against which progress should be monitored, and revisions issued as objectives are delivered.

The first formal review and revision of this document will take place at the end of this financial year, in April 2023. By that time, the following should be in place/have been delivered/be in progress for each group:

The area's Providers should:

- Have independent representation of common interest and a means of engaging as one, whilst respecting individual differences. I.e. a provider representative organisation - similar to an Employer Representative Organisation.
- Have had positive experiences of collaborating on development and delivery of training, addressing perceptions around dis-benefits of collaborating. Providers should be able to communicate the advantages of collaboration and be in a positive mode for doing more.
- Have agreed a shape for 5-year delivery plans and signed-up to an outline of areas of specialism and cross-cutting delivery to pursue in the first 5-year plan.

The area's Place Leaders should:

- Have aligned the future LSIP with existing governance and operational arrangements.
- LAs should have developed district level Skills Action Plans, linked to the ESS
- CPCA in partnership with Las, should have developed a Skills Investment Framework, which can be used to guide the specialisms and core training required by local training provision, aligned to the needs of employers across the area.
- CPCA should be operating an outcomes led Strategic Investment Fund, which can enable pilot of 'rapid response' provision of training aligned to employer demand
- CPCA should have co-ordinated the development of a 5-year plan (life of first plan would be academic years 2023/24 - 2028/2029).
- CPCA should have adapted governance and operational mechanisms to
 - convene training provider input (provider reference group)
 - convene broader employer input (sector reference group)
 - take in 'people' perspectives on demand for education and training (resident reference group)
 - enable sideways communication across specialist groups (chairs group)
 - enable cross-department/discipline interaction around skills issues.
- CPCA has drawn down funding & influenced shape of existing provision to ensure people of any age, are able to receive careers information, advice and guidance to support work transitions.

The area's Employers:

- Should be able to input into the design, development and delivery of provision, via the LSIP and in partnership with the CA.
- Are convened by the CA provide input into sector groups/sector reference group.

The area's People:

- Have contributed perspectives on the skills system in the area and their education and training needs
- Can see the routes available to them through technical education
- Are able, at any age, to careers information, advice and guidance to support work transitions.

By timeline these actions are:

By November 2022
<ul style="list-style-type: none"> • CPCA operating an outcome-led Strategic Investment Fund • CPCA developed ToR for any additional/adapted governance entities • CPCA have established a mechanism for updating the activity tracking tool developed alongside this document
By January 2023
<ul style="list-style-type: none"> • CPCA has adapted governance and operational mechanisms and convened any additional members • Task and finish group reported with a recommended model for provider collaboration • Interim evaluation of SDF progress undertaken • CPCA has developed a Monitoring and Evaluation framework for ESS implementation. • People can see the routes available to them through technical education
By April 2023
<ul style="list-style-type: none"> • Providers signed-up to an outline of areas of specialism and cross-cutting delivery to pursue in drafting the first 5-year plan. • LSIP aligned existing arrangements. • All LAs developed District level Skills Action Plans, linked to the ESS. • CPCA in partnership with LAs developed Skills Investment Framework,

- Final evaluation SDF and learning shared across partners.
- CPCA has drawn down funding & influenced shape of all age careers provision.
- CPCA has evaluated ESS progress over year 2022/23 and updated implementation plan.

By September 2023

- CPCA has co-ordinated the development of 5-year plan (Life of first plan would be 2023/24 - 2028/2029).
- LSIP finalised and employers inputting into the design and development of provision, in partnership with the CA.

April 2024

- Year 2 (2023-24) of ESS evaluated & implementation plan updated
- Interim evaluation of year 1 of 5-year plan

5 Monitoring our progress

Approach to monitoring and evaluation

Rigorous monitoring and evaluation processes provide a powerful instrument for holding the CPCA and partners to account, assessing implementation progress and communicating the impact of strategic working to a range of stakeholders.

Each intervention delivered as part of the Employment and Skills Strategy implementation should be assigned relevant Key Performance Indicators (KPIs) as well as a longer-term measure of success to which the activity will contribute. The approach to monitoring and evaluation will then operate at two levels.

The first will be at the intervention level, whereby KPIs specific to a project or activity will be reported on at pre-agreed milestones by the responsible delivery partner by updating the spreadsheet owned and monitored by the CPCA skills team. Delivery partners can utilise this information to monitor progress and refine project design or delivery models as required to meet KPIs. When combined, the progress reporting of interventions contributing to strategic delivery will provide a useful tool for CPCA and partners to understand what is working well and could be intensified or replicated in other geographies, as well as what projects are underperforming and require corrective action. Intervention level reporting will result in a rich evidence base for CPCA and partners that gives insight into what works, where and for who, that can be utilised to inform the design of future interventions. The monitoring and evaluation approach for the Employment and Skills Strategy must therefore include a mechanism for sharing key lessons across the local skills system.

The second level of reporting will be at a portfolio level to assess the impact of strategic delivery. This will involve monitoring core success measures (see Table 4) to help communicate the story of change in the Cambridgeshire and Peterborough system and the actors that operate within it. It will be the responsibility of Cambridgeshire Insights to update the measures of success indicators for each CPCA district. Consideration should be given to producing a publicly available annual impact report which presents the updated longer term progress measures and shares stories of success from across the sub-region. As well as helping to trace the longer-term impact of strategic activity, CPCA and delivery partners will be able to use reporting outputs to leverage further investment in the region to support the longer-term system change projects.

The progress measures to watch

The Employment and Skills strategy highlights the following indicators (Table 4) as the cross-cutting core measures that CPCA and partners will report on as part of implementation.

Table 4. Measures of Success

Group	Indicator	Pre-work learning and formal education	Employer access to talent	Life-wide and lifelong learning	Support into and between work
People 	Economic activity (increasing)				✓
	Low or no qualifications (decreasing)	✓	✓	✓	
	In work universal credit (decreasing)				✓
Employers 	Median wages (increasing)		✓	✓	
	Productivity (increasing)		✓		
	Skilled jobs (increasing)		✓		
Providers 	Participation rates (increasing)	✓		✓	
	Progression at 18 into FE, Vocational and HE (increasing)	✓			
	Skill levels (increasing)	✓	✓	✓	
Place Leaders 	Employment levels (increasing)		✓		✓
	Economic inactivity (decreasing)				✓
	Travel to work and learn times (improving)	✓		✓	✓

Figure 8 presents an updated place-based score card for the measures of success using the latest data releases. Figure 9 shows the changes in measures of success between 2021 and 2022. Place-based scorecards are provided in Appendix 3.

Analysis of the updated measures of success tells a story of mixed performance across Cambridgeshire and Peterborough. The most significant increase between 2021 and 2022 has been in Fenland for pupils progressing at 18 into Higher Education which increased by +21.59%, while the other districts saw a decline or a small increase. The most significant decrease was seen in the same indicator in East Cambridgeshire, which declined by -14.48%. However, we can see a slight shift in progression routes for young people, as for South Cambridgeshire (+7.30%) and Peterborough (+4.50%) more pupils were progressing at 18 into Further Education than Higher Education.

This highlights the importance of place-based interventions, tailored to the specific resident needs within CPCA districts. Consistent and rigorous monitoring will help identify where additional resource should be directed by partners.

To note:

- School participation and NEET data is only collated at Upper Tier Local Authority level and is therefore not available broken down by District in Cambridgeshire.
- A new data release for the overall IMD score, productivity change and total GVA change metrics has not been published. These measures therefore have not been updated.

Figure 8. Measures of Success 2022

Group	Indicator	South Cambridgeshire	Peterborough	Fenland	East Cambridgeshire	Huntingdonshire	Cambridge	National
People 	Economic activity (increasing)	85.2%	76.8%	80.7%	87.0%	79.1%	82.5%	78.3%
	Low or no qualifications (decreasing)	9.9%	18.3%	22.7%	18.6%	19.6%	6.5%	16.2%
	In work universal credit (decreasing)	7.2%	21.0%	15.1%	8.2%	9.0%	8.7%	13.8%
Employers 	Median wages (increasing)	£33,797	£24,406	£23,805	£27,333	£28,405	£31,180	£25,971
	Productivity (increasing)	-5.4%	+7.9%	-11.6%	-6.0%	+2.9%	-4.8%	+1.2%
	Skilled jobs (increasing)	47.9%	24.9%	14.6%	28.2%	29.1%	49.3%	31.3%
Providers 	Participation rates (increasing)	20.6%	20.1%	29.9%	22.5%	24.2%	17.5%	18.3%
	Progression at 18 into FE, Vocational and HE (increasing)	38.1%	49.4%	62.2%	21.8%	47.4%	52.2%	53.2%
	Skill levels (increasing)	62.7%	36.0%	17.4%	34.9%	37.6%	63.4%	43.5%
Place Leaders 	Employment levels (increasing)	81.2%	74.9%	74.7%	83.6%	77.4%	80.5%	74.7%
	Economic inactivity (decreasing)	14.8%	23.2%	19.3%	13.0%	20.9%	17.5%	21.7%
	Travel to work and learn times (improving)	Data currently unavailable						

Figure 9. Changes in progress measures between 2021 and 2022

Group	Indicator	South Cambridgeshire	Peterborough	Fenland	East Cambridgeshire	Huntingdonshire	Cambridge	National
People 	Economic activity (increasing)	+6.2%	-1.7%	+5.3%	+3.9%	-1.8%	+0.8%	-0.5%
	Low or no qualifications (decreasing)	+0.1%	-1.3%	+8.8%	+5.1%	+2.3%	-3.3%	-0.1%
	In work universal credit (decreasing)	+2.5%	+7.5%	+5.9%	+2.9%	+2.9%	+2.1%	+4.6%
Employers 	Median wages (increasing)	+7.6%	+1.8%	-0.7%	+0.3%	-1.8%	-1.6%	+0.7%
	GVA and productivity (increasing)	-5.4%	+7.9%	-11.6%	-6.0%	+2.9%	-4.8%	+1.2%
	Skilled jobs (increasing)	+1.7%	+0.2%	+0.5%	-0.2%	-8.5%	-4.5%	+0.3%
Providers 	Participation rates (increasing)	+7.3%	-5.3%	+2.1%	+4.0%	+8.5%	+5.6%	—
	Progression at 18 into FE, Vocational and HE (increasing)	-2.3%	+0.9%	+18.0%	-19.7%	-2.9%	+3.4%	-0.3%
	Skill levels (increasing)	+6.5%	+3.9%	-9.6%	-3.2%	-4.5%	+3.4%	+0.5%
Place Leaders 	Employment levels (increasing)	+5.1%	+0.8%	+4.6%	+0.4%	+0.2%	+3.3%	-0.6%
	Economic inactivity (decreasing)	-6.2%	+1.7%	-5.3%	-3.9%	+1.8%	-0.8%	+0.5%
	Travel to work and learn times (improving)	Data currently unavailable						

Appendices

Appendix 1: Detailed Strategic Landscape Mapping

Independent Commission on Public Service Reform (2020)
The Whole Person: The CPCA should engage employers around their teams' health, particularly mental health, given its proven relationship with productivity.
The Whole System: Build on existing Further Education and Higher Education activity in the region to create new pathways of education and development and a growing supply of home-grown skills to health and social care, with a particular focus on social care. Proactively recruit to fill vacancies, using a targeted campaign across health and care sectors.

Agri-Tech
Recommendation 3: Ensuring a fit-for-purpose workforce for AgriTech-enabled industry, providing life-long learning opportunities, re-skilling, and up-skilling. Development of a bespoke AgriTech skills plan to sit alongside a wider skills plan for food, drink, and agriculture. Structured support for new learners with employers to help provide industry placements, apprenticeships, internships, and studentships.

Advanced Manufacturing
Recommendation 2: Support the CPCA's manufacturing skills programmes and those of partner organisations.
Recommendation 6: Produce a review and gap analysis of existing supply and demand for skills to inform where future provision should be targeted.
Recommendation 7: Over the long-term implement the findings of the skills review.
Recommendation 13: Implement a sector skills and careers programme based on the findings of the sector skills review.

Digital
Recommendation 1: Collaborate on high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education.
Recommendation 4: Ensure high-quality digital training for young people and teachers, and reskilling for adults. Develop a region-wide culture of employer engagement in education. Attract talent into the region with affordable housing and high-quality local amenities.
Recommendation 8: While the digital sector grows, other industries are also digitalizing their processes. Encouraging the adoption of digital technologies in key sectors for CPCA such as life sciences, manufacturing and agriculture will increase the number of skilled jobs in the region.

Life Science
Recommendation 1: Building the Financial & Management Capacity for Growth - Create a "Future Leaders Programme" to build commercial management skills of the sector.
Recommendation 3: Building Talent & Skills Capacity for Growth -
 > Create new technical education programmes to support skills required by life sciences firms
 > Support for alternative routes into life sciences employment
 > Create new programmes to upskill in the tech life science convergence

Independent Commission on Climate Change (2021)
Recommendation 7: The CPCA should review training and upskilling plans to ensure that these are designed to support the scale and nature of the required transition, maximise high quality job opportunities in the region and contribute to reducing inequalities and deprivation.

Strategic Spatial Framework (2018)
Spatial objective 1: The Combined Authority will work with the local planning authorities and new Business Board to ensure the effective delivery of the strategic employment locations identified in Local Plans and economic strategies, including the designated Alconbury and Cambridge Compass Enterprise Zones.

Economic Growth Strategy (2022)
Business intervention 4: Interventions to support people to start and grow their own business as a means of creating stronger local supply chains for all our major sectors, and to generate opportunities, wealth and social mobility including in deprived communities
People intervention 1: A package of place-specific interventions in the C&P Employment and Skills Strategy to improve careers advice and guidance, widen education inclusion and participation, promote work experience, and invest in capital to support teaching facilities and staff capacity building, including addressing FE cold spots.
People intervention 2: A package of place-specific interventions in the C&P Employment and Skills Strategy to support Covid-19 recovery and net zero transition through upskilling and reskilling, raise HE participation in Greater Peterborough and The Fens, increase employers' influence in education and training, and improve the quality of work.
People intervention 3: A package of place-specific interventions in the C&P Employment and Skills Strategy to improve life-long careers guidance, provide upskilling and reskilling support in places such as through a new Green Skills Centre in Peterborough, increase work-based learning and ensure ongoing inclusive learning and support for disadvantaged people.
People intervention 4: A package of place-specific interventions in the C&P Employment and Skills Strategy to support unemployed and NEETs into training and employment, support disadvantaged groups to access the labour market, and target Covid-19 recovery for displaced workers.

NEET Reduction Strategy (2021)
Strategic objective 4: Ensuring the right mix of opportunities, at the right level, type and time for young people to take advantage of is the basis for ensuring sustainable NEET reduction. From the mapping work done in Peterborough and Cambridgeshire we know that there are not enough personal development or entry level opportunities with the flexibility to support young people throughout the year.

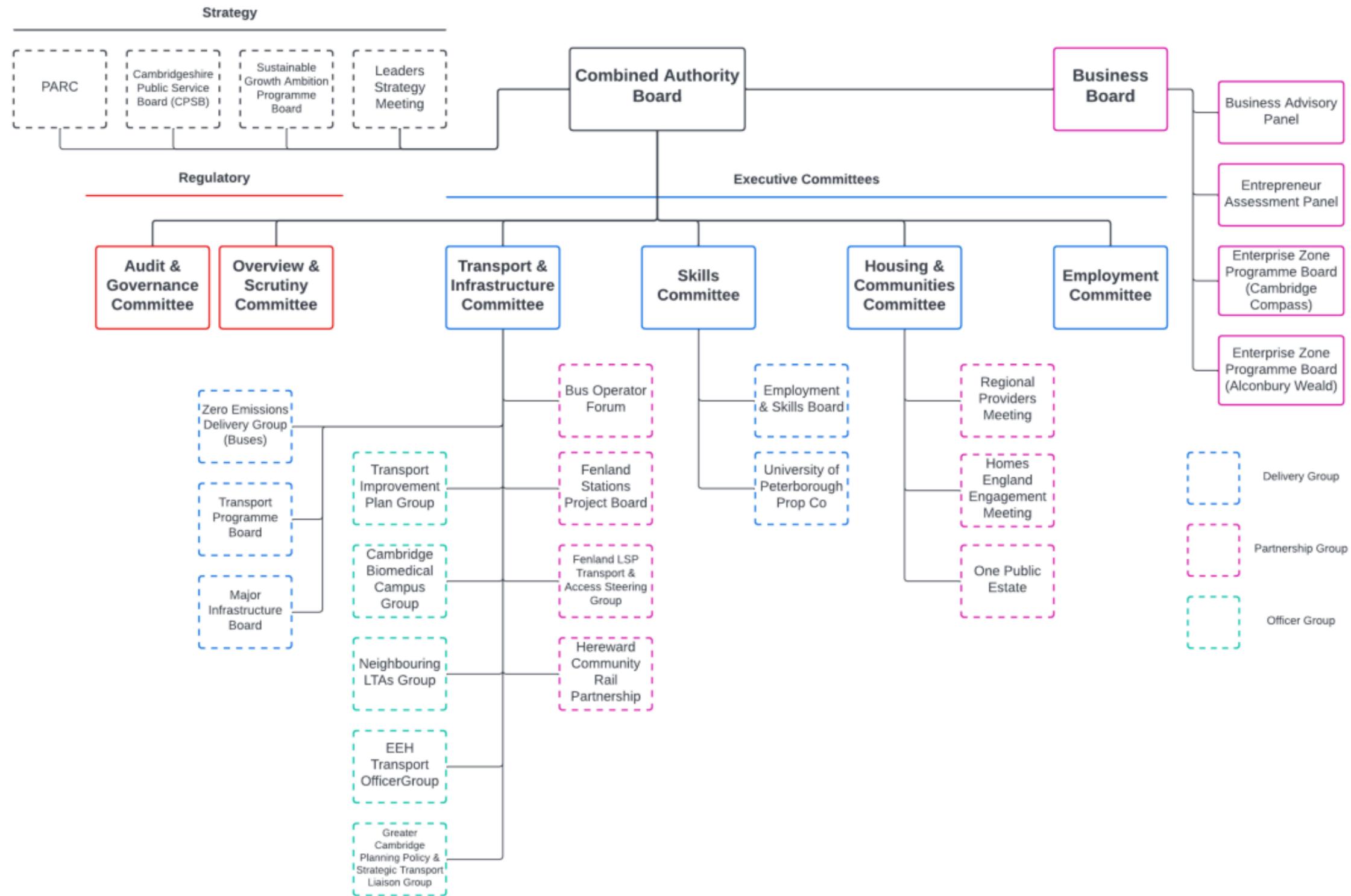
CPIER (2018)
Recommendation 10: Further research should be undertaken on the potential impact that increased Surestart-style provision could have, particularly in more deprived communities and with hard-to-reach groups. Similarly, further research on the nature and availability of preschool education is important and we would recommend that a further Commission be undertaken in this area.
Recommendation 11: The government should enter into meaningful conversations with the Mayor and the Combined Authority early in this parliament and that devolution of all skills funding be agreed as part of a second stage devolution deal.
Recommendation 11.xi: The Mayor and the Combined Authority should jointly support pilot initiatives with one or more key sectors of the economy to encourage employers to bring forward new and innovative proposals for increasing the skills supply with public funding used to pump prime new employer-led provision.

Local Transport Plan (2020)
Policy 7.3: Promoting health and wellbeing by increasing the amount of physical activity undertaken, reducing air pollution, improving the public and urban realm and increasing access to healthcare, leisure, employment and social activities.



Appendix 2: CPCA Current Governance Structure

Figure 10. CPCA Governance Structures (2022)



Source: Governance First Limited, Review of Governance and Ways of Working at Cambridgeshire and Peterborough Combined Authority (2022) <Document.ashx (cmis.uk.com)>.

Appendix 3: District Indicator Summaries

Figure 11. South Cambridgeshire

Group	Indicator	Previous	Updated	Trend
People 	Economic activity (increasing)	79.0%	85.2%	↑
	Low or no qualifications (decreasing)	9.8%	9.9%	↑
	In work universal credit (decreasing)	4.7%	7.2%	↑
Employers 	Median wages (increasing)	£31,425	£33,797	↑
	Productivity (increasing)	+13.1%	-5.4%	↓
	Skilled jobs (increasing)	46.2%	47.9%	↑
Providers 	Participation rates (increasing)	13.3%	20.6%	↑
	Progression at 18 into FE, Vocational and HE (increasing)	40.4%	38.1%	↓
	Skill levels (increasing)	56.2%	62.7%	↑
Place Leaders 	Employment levels (increasing)	76.1%	81.2%	↑
	Economic inactivity (decreasing)	21.0%	14.8%	↓
	Travel to work and learn times (improving)	Data currently unavailable		

Figure 12. Peterborough

Group	Indicator	Previous	Updated	Trend
People 	Economic activity (decreasing)	78.5%	76.8%	↓
	Low or no qualifications (decreasing)	19.6%	18.3%	↓
	In work universal credit (decreasing)	13.5%	21.0%	↑
Employers 	Median wages (increasing)	£23,973	£24,406	↑
	Productivity (increasing)	+7.9%	+7.9%	—
	Skilled jobs (increasing)	24.7%	24.9%	↑
Providers 	Participation rates (increasing)	25.4%	20.1%	↓
	Progression at 18 into FE, Vocational and HE (increasing)	48.5%	49.4%	↑
	Skill levels (increasing)	32.1%	36.0%	↑
Place Leaders 	Employment levels (increasing)	74.1%	74.9%	↑
	Economic inactivity (increasing)	21.5%	23.2%	↑
	Travel to work and learn times (improving)	Data currently unavailable		

Figure 13. Fenland

Group	Indicator	Previous	Updated	Trend
People 	Economic activity (increasing)	75.4%	80.7%	↑
	Low or no qualifications (decreasing)	13.9%	22.7%	↑
	In work universal credit (decreasing)	9.2%	15.1%	↑
Employers 	Median wages (increasing)	£23,972	£23,805	↓
	Productivity (increasing)	-11.6%	-11.6%	—
	Skilled jobs (increasing)	14.2%	14.6%	↑
Providers 	Participation rates (increasing)	27.8%	29.9%	↑
	Progression at 18 into FE, Vocational and HE (increasing)	44.2%	62.2%	↑
	Skill levels (increasing)	27.0%	17.4%	↓
Place Leaders 	Employment levels (increasing)	70.1%	74.7%	↑
	Economic inactivity (decreasing)	24.6%	19.3%	↓
	Travel to work and learn times (improving)	Data currently unavailable		

Figure 14. East Cambridgeshire

Group	Indicator	Previous	Updated	Trend
People 	Economic activity (increasing)	83.1%	87.0%	↑
	Low or no qualifications (decreasing)	13.5%	18.6%	↑
	In work universal credit (decreasing)	5.3%	8.2%	↑
Employers 	Median wages (increasing)	£27,238	£27,333	↑
	Productivity (increasing)	-6.0%	-6.0%	—
	Skilled jobs (increasing)	28.3%	28.2%	↓
Providers 	Participation rates (increasing)	18.5%	22.5%	↑
	Progression at 18 into FE, Vocational and HE (increasing)	41.5%	21.8%	↓
	Skill levels (increasing)	38.1%	34.9%	↓
Place Leaders 	Employment levels (increasing)	83.2%	83.6%	↑
	Economic inactivity (decreasing)	16.9%	13.0%	↓
	Travel to work and learn times (improving)	Data currently unavailable		

Figure 15. Huntingdonshire

Group	Indicator	Previous	Updated	Trend
People 	Economic activity (decreasing)	80.9%	79.1%	↓
	Low or no qualifications (decreasing)	17.3%	19.6%	↑
	In work universal credit (decreasing)	6.1%	9.0%	↑
Employers 	Median wages (increasing)	£29,911	£28,405	↓
	Productivity (increasing)	+2.9%	+2.9%	—
	Skilled jobs (increasing)	37.5%	29.1%	↑
Providers 	Participation rates (increasing)	15.7%	24.2%	↑
	Progression at 18 into FE, Vocational and HE (increasing)	50.3%	47.4%	↓
	Skill levels (increasing)	42.1%	37.6%	↓
Place Leaders 	Employment levels (increasing)	77.2%	77.4%	↑
	Economic inactivity (increasing)	19.1%	20.9%	↑
	Travel to work and learn times (improving)	Data currently unavailable		

Figure 16. Cambridge

Group	Indicator	Previous	Updated	Trend
People 	Economic activity (increasing)	81.7%	82.5%	↑
	Low or no qualifications (decreasing)	9.8%	6.5%	↓
	In work universal credit (decreasing)	6.6%	8.7%	↑
Employers 	Median wages (increasing)	£31,673	£31,180	↓
	Productivity (increasing)	-4.8%	-4.8%	—
	Skilled jobs (increasing)	53.8%	49.3%	↓
Providers 	Participation rates (increasing)	11.9%	17.5%	↑
	Progression at 18 into FE, Vocational and HE (increasing)	48.8%	52.2%	↑
	Skill levels (increasing)	60.0%	63.4%	↑
Place Leaders 	Employment levels (increasing)	77.2%	80.5%	↑
	Economic inactivity (decreasing)	18.3%	17.5%	↓
	Travel to work and learn times (improving)	Data currently unavailable		

Appendix 4: Indicator Data and Sources

Figure 17. Indicator data and sources

Group	Indicator	Measure and data source	
People 	Economic activity (increasing)	Economically active population (rate)	ONS Annual Population Survey
	Low or no qualifications (decreasing)	% of all people ages 16-64 with NVQ1 % of all people ages 16-64 with no qualifications	ONS Annual Population Survey
	In work universal credit (decreasing)	Universal credit claimant count (% of working age population)	ONS, DWP
Employers 	Median wages (increasing)	Resident annual earnings	ONS Annual Survey of Hours and Earnings
	Productivity (increasing)	Productivity change	ONS GVA by ITL Regions
	Skilled jobs (increasing)	Population employed at occupation skill level 4	ONS Annual Population Survey
Providers 	Participation rates (increasing)	% of working age population that received job related training in last 13 weeks	ONS Annual Population Survey
	Progression at 18 into FE, Vocational and HE (increasing)	% of pupils progressing at 18 into HE % of pupils progressing at 18 into FE % of pupils progressing at 18 into apprenticeships	DfE progression data
	Skill levels (increasing)	% of all people aged 16-64 with NVQ4+	ONS Annual Population Survey
Place Leaders	Employment levels (increasing)	Employment rate (16-64)	ONS Annual Population Survey
	Economic inactivity (decreasing)	Economically inactive population (rate)	ONS Annual Population Survey

Group	Indicator	Measure and data source	
	Travel to work and learn times (improving)		



Agenda Item No: 3.3

Local Skills Improvement Plan

To: Business Board

Meeting Date: 14 November 2022

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Associate Director for Skills, Fliss Miller

Key decision: No

Recommendations: The Business Board is recommended to:

Note the ongoing development of a Local Skills Improvement Plan for Cambridgeshire and Peterborough.

1. Purpose

- 1.1 The purpose of this paper is to inform the Business Board on changes to the post-16 technical education and training governance, through the introduction of Local Skills Improvement Plans.

2. Background

- 2.1 Local Skills Improvement Plans (LSIPs) are derived from the Skills for Jobs white paper, which sets out a plan to put employers more firmly at the heart of the skills system, to help ensure businesses and people have the skills they need.
- 2.2 Led by designated Employer Representative Bodies (ERBs), LSIPs must set out a clear articulation of employers' skills needs and the priority changes required in a local area, to help ensure post-16 technical education and skills provision is more responsive and flexible in meeting local labour market skills needs. All LSIPs will produce a report setting out the key priorities needed to make technical education and skills provision more responsive to the changing needs of employers and the local economy by:
- Ensuring a better match between the supply of and demand for the skills that employers most need to thrive and boost productivity, as well as helping to drive greater collaboration between providers to realise the benefits of economies of scale and specialisation;
 - Making provision more accessible, and addressing barriers to progression, especially for the adult workforce, such as driving greater join-up between skills offers, including work programmes; and
 - Recognising that improving the supply of skills must be accompanied by demand-side measures that drive greater employer engagement and investment in skills and support potential learners through industry-relevant post-16 technical education that meets employers' needs and effective careers guidance.
- 2.3 LSIPs are based in statute in the Skills and Post-16 Education Act 2022. Providers now have a duty to co-operate with the designated ERB, and also have a duty to 'have regard' to the LSIP when considering their post-16 technical education or training provision.
- 2.4 Accountability will be evidenced through the following mechanisms:
- Accountability Agreements that certain providers will have with the department;
 - Ofsted inspections;
 - College annual reports;
 - Reviews of performance; and
 - The department's Performance Dashboard.

The published Annual Accountability Statements will set out how providers have engaged with employers and responded to LSIPs. They will set out the provider's key aims and priorities for the year ahead, and how these contribute to meeting skills needs, including those set out in the relevant LSIP.

- 2.5 LSIPs will not involve giving commissioning or funding powers to ERBs, nor will they remove any of the functions devolved to the Combined Authority.
- 2.6 The statutory guidance for the development of an LSIP outlines the important role that combined authorities, local enterprise partnerships and local authorities have in developing local economic priorities, especially combined authorities which have devolved commissioning responsibilities for the adult education budget.
- 2.7 The Act places a duty on the Secretary of State to be satisfied, when approving an LSIP, that in the development of the plan due consideration was given to the views of the combined authority, where the specified area covers any of its area. The combined authority is invited to provide a statement when the LSIP is submitted for approval. This should state whether it has been engaged in the development of the plan and had the opportunity to give its views on the skills needs of the area it covers.

3. Cambridgeshire and Peterborough Local Skills Improvement Plan

- 3.1 The ERB that has been designated to lead the LSIP in the Cambridgeshire and Peterborough Combined Authority's area is Cambridgeshire Chamber of Commerce and Industry.
- 3.2 The Chamber of Commerce has submitted its Project Initiation Document (PID) to the Department for Education, which was required by 3 October 2022. The PID outlines its plans for the initial development of the LSIP to be completed by the end of May 2023.
- 3.3 The scope of the LSIP is yet to defined, however a proposed governance structure has been developed to underpin the work going forward.
- 3.4 The Combined Authority has seconded a member of the Workforce Skills team to help ensure alignment between the LSIP and the work of the Combined Authority. The Chair of the Employment and Skills Board, Al Kingsley and the Interim Associate Director for Skills, Fliss Miller, are both members of the LSIP Advisory Group.
- 3.5 The LSIP is for a three year period, and will be reviewed on an annual basis.

Significant Implications

4. Financial Implications

- 4.1 There are no financial implications at this stage

5. Legal Implications

- 5.1 There are no financial implications at this stage

6. Public Health implications

- 6.1 There are no public health implications.

7. Environmental and Climate Change Implications

7.1 There are no environmental and climate change implications.

8. Other Significant Implications

8.1 There are no significant implications.

9. Appendices

9.1 None

10. Background Papers

10.1 [Skills for Jobs white paper](#)

10.2 [Skills and Post-16 Education Act 2022](#)

10.3 [Statutory Guidance for the Development of a Local Skills Improvement Plan](#)

University of Peterborough – Delivery Update and Future Combined Authority Role

To:	Business Board
Meeting Date:	14 November 2022
Public report:	This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendix.
Lead Member:	Chair of the Business Board, Alex Plant
From:	Senior Responsible Officer for Higher Education, Rachael Holliday
Key decision:	No
Recommendations:	<p>The Business Board it recommended to:</p> <ul style="list-style-type: none">a) Note the progress of the development of the University of Peterborough, the opening and operation of the phase 1 building to students by ARU Peterborough and its initial and potential performance against the original business plan objectives; andb) Note the future role of the Combined Authority in the next few months in the further evolution and development of the University through the following:<ul style="list-style-type: none">(i) Preparation and submission for approval of the Phase 3 full business case including a review of the University's original quantitative objectives set at the Phase 1 full business case, with further recommendations about how to reset these for effective monitoring of the new University;(ii) Update and preparation of the University Programme Business Case including partners strategy for delivery;

- (iii) Supporting and managing the preparation and submission of an outline planning application for a scheme to articulate the vision to potentially expand the University campus beyond the phase 3; and
- (iv) To review the business plan and approach to lettings for the phase 2 building to achieve the best outcome.

1. Purpose

- 1.1 The University of Peterborough is a key project of the Combined Authority, and since 2019 the university has progressed rapidly from being on a drawing board to a now open and operating university. With ARU Peterborough now teaching its first students, and with the delivery of the second teaching building in the pipeline, it is an appropriate time to update members on progress to date. It is proposed that the Combined Authority should continue to have a key role in helping to shape the delivery of the university as part of a programme business case review process during 2023.
- 1.2 Now that phase 1 of the university is open and operational, a review of the business case and associated key performance indicators is required. This report sets out a strategy for reviewing the initial outputs of the university in line with the approval of the Phase 3 full business case, which is due to be considered by the Skills Committee, Business Board and Combined Authority Board in January 2023. It considers what the Combined Authority's role could be over the next two years and offers a proposed way forward in realising the opportunities available to ensure the success of the university and its campus.

2. Background and Progress to Date

2.1 Full Business Case – Phase 1

- 2.1.1 The original intention of the University of Peterborough was to focus on the skills gaps within Peterborough, Fenland and Huntingdon. As part of a wider skills recovery programme in higher education, the new university's aims are to widen participation and improve social mobility as well as to grow and retain local talent.
- 2.1.2 On 5 August 2020, the Combined Authority Board approved and adopted the Full Business Case and approved delegated authority to mobilise the creation of Phase 1 of the new University of Peterborough project. Subsequently, a special purpose vehicle, the Peterborough HE Property Company Ltd (PropCo1), was formed between the Combined Authority, Peterborough City Council (PCC) and Anglia Ruskin University (ARU) which included Articles of Association, Collaboration Agreement, Cambridgeshire and Peterborough Combined Authority Services Agreement and Shareholder's Agreement.
- 2.1.3 At the Full Business Case approval stage, the quantitative objectives for the new university included:
- Registration of new higher education provision with the Office for Students in the 2022/23 academic year.
 - Subject to the conclusions of an independent review, securing Unlimited Degree Awarding Powers following the 2028/29 academic year and securing university title (as the 'University of Peterborough') following the 2029/30 academic year.
 - 2,000 students on roll in 2022, rising to 5,000 by 2025 (in the scope of Phase 1) and potentially to 12,500 by 2030 (the latter was not in the scope of Phase 1, and subject to further engagement with UniCo (ARU Peterborough)).

- The proportion of local students progressing to higher education to increase to 2% in 2022, rising to 5% by 2025 and 10% by 2030.
- An increase of 1200 graduates employed in appropriate professional / graduate level jobs in the local economy by 2025, with a further 13,000 by 2030 and 30,000 by 2035.

2.1.4 The Full Business Case comprised the Strategic, Economic, Commercial, Financial and Management cases modelling the Green Book, in line with the Treasury's guidance on appraisal and evaluation. It was agreed that the property would be leased to a new special purpose vehicle (UniCo) established as a wholly owned subsidiary of the ARU, now known to be ARU Peterborough. ARU Peterborough will provide the skills, knowledge, experience and resources to make a practical reality of the new higher education provider. The curriculum model at the time was based on addressing the skills gaps within Peterborough, Fenland and Huntingdon, and was completed in consultation with ARU Peterborough. ARU Peterborough are overseen by a Governing Body, made up of representatives from ARU, the Combined Authority and PCC. An independent review, expected to take place in 2028, will evaluate the benefits and feasibility of the university becoming independent from ARU, with University Title and its own degree awarding powers.

2.1.5 To support the objectives of the university, the Combined Authority Board approved commitment to invest the £12.3m capital, plus a further £12.5m of Local Growth Fund into the Phase 1 build, and draw down the funding to mobilise the activities and milestones identified within the Outline Business Case. In addition, PCC provided £1.6m in land investment on the Embankment site towards the proposed university. ARU Peterborough welcomed their first students with teaching starting in September 2022.

2.1.6 Phase 1, the first university teaching building, was handed over to ARU Peterborough in early August 2022 and construction was completed on time and within budget. ARU Peterborough received over 1,600 applications to start courses in autumn 2022, and will be supporting more than 950 learners. This includes over 650 undergraduate students based at University House, with other provision including support for small business owners as part of the Small Business Britain's Small and Mighty Enterprise Programme. This is one of a range of industry-linked short courses being delivered across the academic year, including a number of Institute of Environmental Management and Assessment (IEMA) accredited short courses.

2.1.7 A large number of courses at ARU Peterborough have two main start dates, in September and January, providing greater flexibility for students. A wide range of courses are available to students starting in January 2023, as well as its first postgraduate course. An additional entry point is planned in May 2023 for a smaller number of specialist apprenticeship courses. The build-up of overall student numbers is an ongoing activity to be monitored throughout the academic year and beyond.

2.2 University of Peterborough Manufacturing & Materials R&D Centre – Phase 2

2.2.1 The second phase of the University site's development, now known as the Peterborough Innovation & Research Centre, seeks to strengthen links between academia and industry, establish skills and learning in the very heart of the city, and provide a platform for an innovation eco-system with a university at its core. The intention is to achieve significant sector-cluster growth, improve services and increase the number of jobs, to help reset

Peterborough's potential rate of recovery. The centre has an ambition to focus on contributing towards the development of a low carbon economy, and seeks to align with the government's net zero aspirations.

2.2.2 On 25 November 2020, the Combined Authority Board approved the award of £13.78m from the Get Building Fund to the University of Peterborough Phase 2 Manufacturing & Materials R&D Centre project. After the decision, £827k was ring-fenced for the associated car park and £300k was top sliced to cover staff costs, as per the Department for Levelling Up Housing and Communities (DLUHC) funding agreement, leaving £13.47m for the build itself.

2.2.3 Following the identification of a further £3m funding from a private investor, Photocentric Ltd, the Combined Authority Board approved the business case on 27 January 2021, and provided delegated approval to develop the necessary legal documentation for a special purpose vehicle, Peterborough R&D Property Company (PropCo2). An update regarding the position of the company since its establishment is attached in the exempt Appendix 1.

2.2.4 At the Business Case approval stage, the quantitative objectives for the new centre included:

- (i) Increased employment as a direct result of the creation of the Manufacturing and Materials Research & Development Centre as staff are recruited.
- (ii) Employment created in the wider economy as an indirect result.

2.2.5 The building is due for practical completion in December 2022. Savills has been appointed to oversee the marketing of the lettable spaces in the building, where it is anticipated that established and start-up companies will start to take occupancy later in 2023.

2.3 University Living Lab – Phase 3

2.3.1 The proposed third phase, and second teaching building of the university, includes a Living Lab public science facility. The third phase will feature mainly science, technology, engineering and mathematics (STEM) based teaching activities. The Living Lab part of the building will enable the public to enjoy events and exhibits to inspire generations in STEM, the net zero economy and careers of the future. The Living Lab received funding approval from DLUHC in October 2021.

2.3.2 On 26 January 2022, the Combined Authority Board approved the Phase 3 Business Case and to use the existing special purpose vehicle, Prop Co 1, for the delivery of Phase 3, as the owner and developer of the second teaching building. Investment for the new building will come in the form of £20m from the Levelling Up Fund (LUF), £4m from ARU, and £2m from the Combined Authority via the Local Growth Fund.

2.3.3 The Business Case comprised the Strategic, Economic, Commercial, Financial and Management cases modelling the Green Book, in line with the Treasury's guidance on appraisal and evaluation. The quantitative objectives were set based upon those included in Phase 1 full business case, and will be reviewed in line with current student intake and alongside the Full Business Case approval process, scheduled to be presented to the Skills Committee, Business Board and Combined Authority Board in January 2023.

2.3.4 The planning application for the second teaching building has been submitted. Based on the current programme, building works should commence in Spring 2023, with a proposed completion, handover to ARU Peterborough, and teaching for students in autumn 2024.

2.4 Campus Outline Planning Application (OPA)

2.4.1 The longer-term ambition of the university partners is to add more phases to the campus over future years and the decade beyond. An outline planning application is being prepared to cover the wider expansion of the university campus in line with the proposals being prepared by PCC to regenerate the Embankment site. Approval of outline planning would enable further phases to be more deliverable and improve the potential to attract future funding and investment. To meet the LUF deadlines for the second teaching building, the full planning application for the Phase 3 development should be secured in advance of the outline planning application for the future ambition for the campus in early 2023.

3. Look Ahead and Next Steps for the Combined Authority

3.1 The University of Peterborough has seen significant, rapid evolution and development since 2020. It is now starting to deliver the benefits. There has been huge success along the way, including, but not limited to:

- The creation of two separate special purpose vehicles to deliver the infrastructure for two teaching buildings and a research and development centre.
- A first teaching building built on time and on budget.
- Employer co-created courses, designed with employability in mind, which aim to provide businesses with a pipeline of talented, highly skilled graduates to help grow the local economy.
- Sector-leading facilities, including cutting-edge computer science, nursing and midwifery, and biomedical science labs.
- Active development and re-generation of the Peterborough Embankment.
- 950 learners engaging in courses, with further additions hoped for in January and May 2023.

3.2 Whilst a huge success, it should also be the acknowledgement that in hindsight the monitoring and reviewing of the original projections and quantitative objectives was not sufficiently developed enough to adequately assess the development and impact of the new university. The challenges in establishing a new university are setting a means by which to compare outcomes. The success of a new university, for example, cannot be based on just the intake of students, but needs to consider other factors, such as the number of graduates employed in appropriate professional / graduate level jobs in the local economy. Some of this data cannot reasonably be provided until 2025 at the earliest, which is when the first students will be emerging, having completed the first undergraduate courses that commenced in September 2022. It is therefore proposed that in developing the full business case for the Phase 3 Living Lab, a review is carried out of the metrics used to determine

performance indicators, which would lead to further recommendations to the Combined Authority Board about how to reset these for effective monitoring of the new university.

- 3.3 The Combined Authority has an ongoing role through services in acting as a development manager to PropCo1 and PropCo2 to deliver Phase 3 and the OPA. As part of this role, the Combined Authority is well placed to continue to work with the partners to develop and define a programme business case. It is acknowledged by the partners that further capital and infrastructure investment should be sought through targeted approaches to investors, including, but not limited to, government departments, institutional investors, pension schemes, equity-based crowd funding platforms, larger local and regional businesses, housing developers, and ARU.
- 3.4 The proposed timeline for Phase 3, campus outline planning application, and programme business case is as follows:
- (i) January 2023 – Phase 3 Full Business Case, plus a re-visit of the original quantitative objectives set at the Phase 1 Full Business Case, with further recommendations about how to reset these for effective monitoring of the new university.
 - (ii) Early 2023 (subject to town planning approval of the phase 3 building) – preparation of the Campus Outline Planning Application for the potential future ambition.
 - (iii) Summer 2023 – Further update including partners strategy for the University of Peterborough Programme Business Case.
- 3.5 It is proposed that the Combined Authority continues to support the objectives of the university through staff time and support from the SRO Higher Education and University of Peterborough Support Officer continuing to offer services as development manager.

Significant Implications

4. Financial Implications

- 4.1 The budget for Phases 1 to 3 sits with, and is managed by, the special purpose vehicle (PropCo1 & PropCo2). Combined Authority staffing costs to support the Development Management Agreement, included as part of the Shareholders Agreement, are in place until December 2024. A review of any additional or long-term resources and costs will be included as part of the further update to the Business Board in summer 2023.
- 4.2 A review of the cost implications relating to Phase 2 are included in the exempt Appendix 1.

5. Legal Implications

- 5.1 Governance arrangements are in place and are managed by the special purpose vehicle. Further legal support and implications will be considered as part of the further update to the Business Board in summer 2023.
- 5.2 A review of legal implications relating to Phase 2 are included in the exempt Appendix 1.

- 5.3 In accordance with clause 1.2 (m) of Chapter 4 (Combined Authority Board Functions, Shareholder Agreement matters are reserved to the Combined Authority Board.
- 5.4 Following an internal audit, a report was taken to the Audit and Governance Committee on 30 September 2022, which included recommendations to strengthen the governance of the companies. Officers have proceeded to act in line with the recommendations set out in paragraph 2.6 of [the report](#).

6. Public Health implications

- 6.1 ARU Peterborough and the Peterborough Innovation & Research Centre will, through local employment, training and education opportunities, encourage healthy lifestyles and behaviours in all actions and activities, while respecting people's personal choices.

7. Environmental and Climate Change Implications

- 7.1 ARU Peterborough and the Peterborough Research & Innovation Centre will, through local employment, training and education opportunities, support local and environmentally sustainable choices regarding travel and transport. The design of the teaching buildings will meet Building Research Establishment Environmental Assessment Method (BREEAM) Excellent standards, and all planning applications will meet national and local standards regarding the preservation and further advancement of biodiversity in the local area.
- 7.2 As the university campus develops over time, there are further strategies in place to work with the university partners, as well as the tenants of the Research & Innovation Centre, for the site and buildings to have net carbon zero impact by 2030.

8. Appendices

- 8.1 Appendix 1 (Exempt) – University of Peterborough Update

9. Background Papers

[Combined Authority Board reports 5th August 2020](#)

[Combined Authority Board reports 25th November 2020](#)

[Combined Authority Board reports 26th January 2022](#)



Business Board Forward Plan

Business Board Meeting – 14th November 2022

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author
1.	Minutes – 12 September 2022	Business Board			To approve the minutes of the last meeting as a correct record.	
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	Read Baurtally, Finance Manager
3.	Strategic Funding Management Review – November 2022	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
4.	Growth Works Programme - Management Update for Quarter 7 (July to September 2022)	Combined Authority Board	30 th November 2022		To review programme delivery and performance for Quarter 7, outcomes of Programme Review and approval of recommended change requests.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
5.	Employment and Skills Strategy Implementation Plan	Business Board			To consider the final Employment and Skills Strategy Implementation Plan.	<i>Fliss Miller Interim Associate Skills Director</i>

6.	Local Skills Improvement Plan	Business Board			To note the latest update from Local Skills Improvement Plan and proposed policy changes for the area.	<i>Fliss Miller Interim Associate Skills Director</i>
7.	University of Peterborough – Delivery Update and Future Combined Authority Role	Combined Authority Board	30 th November 2022	Decision	To endorse the progress of the development of the University of Peterborough, it's initial and potential performance against the original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University.	<i>Rachael Holliday SRO Higher Education</i>
8.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>

Business Board Meeting – 9th January 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes – 14 November 2022	Business Board			To approve the minutes of the last meeting as a correct record.		

2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	ARU Peterborough Phase 3 Full Business Case and monitoring arrangements for the new University	Combined Authority Board	25 th January 2023		To consider and approve the full business case relating to Phase 3 Full Business Case, The Living Lab, of ARU Peterborough. including a review of the university's original quantitative objectives set at the Phase 1 full business case, with recommendations about how to reset these for effective monitoring of the new university.	<i>Roger Thompson Director of Housing and Development</i>	Chair
4.	Strategic Funding Management Review – January 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Growth Company Business Plan 2022-23	Combined Authority Board	25 th January 2023		To approve the Growth Company Business Plan for 2022-23.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
6.	LEP Integration Plan	Combined Authority Board	25 th January 2023		To approve the final LEP Integration Plan for the Business Board as required for submission to Government.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair

7.	Business Board Communications Update	Business Board			To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker - Business and Skills Communications Advisor</i>	Chair
8.	Shared Prosperity Fund Implementation Plan	Combined Authority Board	30 th November 2022		To approve the Shared Prosperity Fund Implementation Plan for Cambridgeshire and Peterborough.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
9.	Economic Growth Strategy Implementation Plan	Combined Authority Board	30 th November 2022		To approve the Economic Growth Strategy Implementation Plan for Cambridgeshire and Peterborough.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
10.	Business Advisory Panel (BAP) Update	Business Board			To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair
11.	Profile of Investments	Combined Authority Board	30 th November 2022		To review the profile of investments made by the Business Board.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
12.	Cambridge Compass Enterprise Zone	TBC			Updated MoU's (to approve revised and updated MoU for each Cambridge Compass EZ site)	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair

13.	Combined Authority Board Recommendations (Nov 22)				To review & consider recommendations going before the CA Board in November 2022.	<i>Reena Roojam, Lawyer (TBC)</i>	
14.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 13th March 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes – 9 January 2023	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Business Advisory Panel (BAP) Update	Business Board			To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair

4.	Strategic Funding Management Review – March 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Growth Works Management Review – March 2023	Business Board			To monitor and review programme delivery and performance.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
6.	Local Assurance Framework Annual Review	Combined Authority Board	TBC		To consider the revised Local Assurance Framework and make recommendations to the Combined Authority Board.	<i>Reena Roojam, Lawyer</i>	Chair
7.	Business Board Communications Update	Business Board			To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker - Business and Skills Communications Advisor</i>	Chair
8.	AEB Three-year Evaluation Report – impact and findings	Business Board			Looking at impact since devolution in 2019/20.	<i>Parminder Singh Garcha, SRO – Adult Education</i>	Chair
9.	New Business Board Chair Recruitment	Business Board			To discuss the recruitment of a new Chair of the Business Board.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair
10.	Economic Growth Strategy – Final Copy Implementation Plan	Business Board			To consider the final copy of the Economic Growth Strategy Implementation Plan.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

11.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
-----	--------------	----------------	--	--	---------------------------	--	-------

Business Board Meeting – 15th May 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes – 13 March 2023	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Business Advisory Panel (BAP) Update	Business Board			To update the Business Board on feedback and insight from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair
4.	Strategic Funding Management Review – May 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

5.	Business Board Communications Update	Business Board			To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker - Business and Skills Communications Advisor</i>	Chair
6.	Nomination of Business Board Representatives for the Combined Authority Board	Combined Authority Board	7 th June 2023	Decision	To nominate the Chair and Vice-Chair to be a member and substitute member of the Combined Authority Board for the municipal year 2023-24.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
7.	Business Board Expenses and Allowances 2022-23	Business Board			To report on the remuneration and expenses paid to private sector members for 2022-23 under the Business Board Expenses and Allowances Scheme.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
8.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond?